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ABSTRACT

This second annual report of the Minority Women Employment Program (MWEP), a consolidation and expansion of earlier black women employment programs, provides a description of project objectives, procedures, and results and draws conclusions and recommendations. The period covered is September 1975, to August 1976. Chapter 1 documents the need for the program, giving examples of labor market disadvantages faced by minority women. Chapter 2 covers the objectives for the project, explaining that the program is a demonstration effort involving seven metropolitan areas to apply outreach techniques in placing minority women into high quality managerial, technical, and professional jobs. Chapter 3 gives a description of the program's (1) operations components, i.e., recruitment of applicants; employer contact and job development; preparation and screening of applicants; placement followup; and community relations; and (2) research component, including information services for the staff and project evaluation. Chapter 4 describes the results of the project, reviewing the expansion of MWEP from two to seven cities; assesses project accomplishments, indicating the MWEP model is workable in varied settings with a variety of minority groups; notes its shortcomings; and records some of the learnings from the project to date. Chapter 5 presents conclusions and recommendations regarding project improvement and continuation. (EM)

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THE MINORITY WOMEN EMPLOYMENT PROGRAM: A NATIONAL DEMONSTRATION PROJECT TO FACILITATE ENTRY OF MINORITY WOMEN INTO MANAGERIAL, PROFESSIONAL, AND TECHNICAL

Volume I

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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The Minority Women Employment Program: A National Demonstration Project to Facilitate Entry of Minority Women into Managerial, Professional, and Technical Occupations

Final Report

Robert W. Glover*
and
Paula S. Greenfield

September 1, 1975-August 31, 1976

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16. Abstracts

In February 1972, the Office of Research and Development, Manpower Administration funded a pilot project, the Black Women Employment Program, to determine if the outreach strategy utilized to place minority youths into building trades apprenticeship could be adapted to help minority female college graduates break into non-traditional managerial, professional and technical occupations. In March 1973, a similar project was funded separately in Houston. In November 1974, the programs in Atlanta and Houston were consolidated as the Minority Women Employment Program of RTP, Inc., and the project was replicated in five other sites: Dallas, New Orleans, Tulsa-Oklahoma City, Cincinnati-Dayton, and Los Angeles. This paper, the second year status report on the consolidated and expanded Minority Women Employment Program, provides a description of project objectives and procedures and draws conclusions and recommendations from operations to date.

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11/15/76

FACT SHEET
on
THE MINORITY WOMEN EMPLOYMENT PROGRAM

The Minority Women Employment Program is a nationwide project designed to place qualified minority women into managerial and professional jobs where their participation has been minimal. By locating well qualified minority women, counselling them and assisting them in producing favorable interview and test results, instructing them in personnel resume preparation and making them available when jobs have to be filled, the Program aims to meet employers' claims that they would hire minority women if they could only meet job qualifications and were available when needed. Operated by RTP, Inc., it is a nonprofit project and its services are provided free to MWEP applicants and employers alike. Offices have been established in Atlanta (since 5/1/72), Houston (since 6/1/73), Dallas (since 3/17/75), New Orleans (since 5/5/75), Tulsa (since 6/23/75), Cincinnati (since 7/21/75), Los Angeles (since 8/18/75) and Boston (since 11/15/75).

TOTAL ACTIVE APPLICANTS ON FILE (as of 9/1/76)	6,284 (of whom 78% are college graduates)
TOTAL PLACEMENTS MADE (through 10/21/76)	831
*AVERAGE FULL TIME ANNUAL SALARY OBTAINED BY COLLEGE-DEGREED PLACEMENTS (Contract year ending 9/31/76)	$10,309
*AVERAGE ANNUAL INCREASE IN SALARY OVER PRIOR JOB FOR PLACEMENTS MAKING INCOME GAINS (Contract year ending 8/31/76)	$ 2,466
*CURRENT AVERAGE COST PER PLACEMENT (Contract year ending 8/31/76)	$ 1,951

BREAKTHROUGHS:

MWEP placements have represented many "firsts", including:

- -Placing the first two women employed in a professional-technical capacity with a large automobile manufacturer;
- -Placing the first black female auditor in a major insurance firm in Texas;
- -Placing the first black female employed by a Texas state regulatory agency;
- -Placing the first black female auditor of a Texas state social service agency;
- -Placing the first women in a top administrative post with a transportation agency in Atlanta;
- -Placing the first black female manager with a major cosmetics firm;
- -Placing the first black women in management with a major nationwide retailing firm; and
- -Placing the first woman (and the first black) as a computer programmer with a major Southern-based airline.

FURTHER INFORMATION on the Program, including a film or video tape documentary, entitled "The Only Way To Go Is Up", is available from:

Minority Women Employment Program
40 Marietta Street, NW, Suite 808
Atlanta, Georgia 30303
(404) 681-0001

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Robert W. Glover
Paula S. Greenfield

Austin, Texas
December 1976

PREFACE

In February 1972, the Office of Research and Development Manpower Administration*, U.S. Department of Labor, funded a pilot project in Atlanta to determine if the outreach strategy used to place black youth into building trades apprenticeships could be adopted to help minority female college graduates break into nontraditional managerial, technical, and professional occupations. The initial project, entitled The Black Women Employment Program, was funded through the Center for the Study of Human Resources, at the University of Texas, which subcontracted the demonstration portion of the project to the Southern Regional Council. In March 1973, a second demonstration effort was established by RTP, Inc. (Recruitment and Training Program), with a subcontract for research to the Center for the Study of Human Resources. The Houston project, called the Minority Women Employment Project, was aimed to assist black, Mexican-American, Asian-American and Native American women in a business climate anticipated to be even less receptive than in Atlanta.

In November 1974, the Black Women Employment Program in Atlanta and the Minority Women Employment Program in Houston were consolidated into one program under RTP, Inc., and the Manpower Administration* provided funding to determine if the program model used in Atlanta and Houston could be tested, adapted, and successfully operated in the diverse environments of five additional cities. Thus, offices were established in five sites: Dallas (3/17/75), New Orleans (5/5/75), Tulsa (6/23/75), Cincinnati (7/21/75), and Los Angeles (8/13/75).

What follows is the second annual status report on the consolidated and expanded Minority Women Employment Program. The report covers the period September 1, 1975, to August 31, 1976, and provides the first examination of the project after a year of full operation. Chapter 1 documents the need for the program, explaining why the program was established. Chapter 2 covers objectives of the program. Chapter 3 offers a description of how the program operates, providing background to the reader unfamiliar with the project. Chapter 4 describes the results of the program to date. Efforts are described by city, summarized and assessed. Chapter 5 presents conclusions and recommendations.

A list of individual placements by office is contained in Vol. II.

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*In November 1975, the name of the Manpower Administration was changed to Employment and Training Administration. In this report name in effect at the time designated is used. In references unspecified as to time, Employment and Training Administration is used.

CHAPTER 1

THE PROBLEM: NEED FOR THE PROGRAM

Minority women continue to be subject to employment discrimination based on both race and sex, and suffer from relatively low wages, high unemployment, and severe underemployment. Notwithstanding the economic gains made by minority women in the past decade, serious inequities remain. Minority women have lower earnings than white women, and they continue to be heavily overrepresented in low paying, low skilled jobs. In 1973, women of minority races who worked the year round at full time jobs had a median income of $5,772, only 88 percent of that of white women and 50 percent of white men. Minority women continue to suffer from high unemployment. In February, 1976, 14.2 percent of nonwhite women were unemployed as compared to 8.3 percent of their white counterparts, with nonwhite women who were single registering the highest unemployment rates (20.4 percent). In each city selected as a project site, minority women have a higher unemployment rate than any other group, according to the most recent data available.

It should, of course, be recognized that most minority women work because they have to. In 1973, 29 percent of minority women workers were widowed, divorced or separated from their husband, and 24 percent were single. (Indeed, greater numbers of young black women -- under 35 years of age -- are remaining single, with the proportion that were single increasing from 41 percent in 1960 to 54 percent in 1973.) Further the earnings of married women contribute substantially to total family income: nonfarm minority working wives contributed a median of 31 percent to family income in 1973.

Minority women are more likely than white women to be in the labor force and to be working wives, mothers, and heads of families. Minority mothers in the labor force in March 1973, totaled 1.9 million. Sixty-one percent of minority women with children 6 to 17 years of age were participating in the work force, as were close to 50 percent of those with children under six.

In March 1974, families headed by women of minority races accounted for 35 percent of all families of minority races and for more than half of the minority poor. (For white families, 11 percent were headed by a woman.) In 1974, more than three million black children under the age of 18 lived in families headed by women. The median family income (1972) for these families was $3,785. For the families in which the mother was employed, the total median income was $5,070; for those families in which she was unemployed, the median income was $2,850. Among black children, the proportion categorized as poor in "mother only" families was 71 percent.

Female labor force participation rises with college graduation, a fact which is especially noticeable among minority women. Women 18 years of age or over with 4 or more years of college and classified as "Negro and Other Races" had a labor force participation of 77.3 percent. This compares with 59.6 percent for white women. Among women 25 to 54 years of age, 83.4 percent of nonwhite women were in the labor force in 1973, as compared with 61.6 percent for white women.

A higher proportion of black men 18 to 24 were enrolled in college in 1974 (20 percent as opposed to 16 percent for black women). However, black women have made advancements in recent years. In 1965, only 10 percent of black women aged 20 to 24 were enrolled in college.

Although the proportion of minority women who are high school graduates, attending college, and college graduates has increased, minority women continue to be sharply underrepresented in well-paying white collar jobs. For example, in 1970, there were only 719 black women engineers in the United States; only 394 lawyers and judges; 1,711 physicians and dentists; 6,646 librarians; 4,700 engineering and science technicians; 1,426 bank officers and financial managers; 1,291 buyers in wholesale and retail trade; and 1,701 sales managers and department heads. Data for federal government employment for August 1974, show that only 10,813 black women were in GS Grades 9 or above 1.7 percent of all employees in this category. Further, census data for 1970 show that nearly 90,000 black and Spanish origin women who were 25-64 years of age and college graduates earned under $6,000 a year or were unemployed.

Further indication of the relative disadvantage of minority women in the private sector was demonstrated in the Business Week's 1976 "comprehensive survey of women with corporate clout". Of the 100 top corporate women listed, only one was black, and she was president of an advertising agency specializing in ads aimed at the black community.[1]

Data on individual cities exemplify the effects of exclusionary employment patterns for minority women. For example, 1973 data for establishments employing 100 or more persons in the leading industries of Dallas show that there were five black women in managerial and professional positions in oil and gas extraction, five in banking, nine in wholesale trade, eight in electrical and electronics, one in transportation equipment, and none in air transportation. An analysis of 1973 data gathered by the Equal Employment Opportunity Commission for Atlanta, Houston, Dallas, New Orleans, Cincinnati, Dayton, and Los Angeles, Tulsa and Oklahoma City show that three-fourths or more of the establishments in each of these cities did not hire any minority women in managerial, professional or technical positions at all.[2]

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[1] "The 100 Top Corporate Women", Business Week, June 21, 1976, pp. 56-60, 65 and 66.

[2] U.S. Equal Employment Opportunity Commission.

Field research for site selection indicated that employers, especially in the South, tend to overlook local black talent and generally denigrate the quality of local predominantly minority colleges. One Chamber of Commerce official summed it up thus: "What do you expect? When you have inputs of bad schooling, you get bad output."[3] Likewise, private employment agencies do not appear to meet the needs of college graduates. One official in a site selection city stated: "I never find any high quality applicants from those two-bit [black] schools."[4]

Efforts of college placement offices, although helpful, have been insufficient in obtaining jobs for college graduates, especially minorities. In non-minority colleges, unless a college puts special emphasis on minority placement, minority students tend to avoid placement offices in larger proportions than non-minority students. Even among students registered with college placement offices, it is rare if more than 50 percent are placed. College placement offices have a further limitation: with few exceptions, they also do not tend to serve alumni already in the labor force.

Contact with college placement officials has indicated that minority females are more difficult to place than minority males. Further, they are placed at lower earnings. Also, interviews with educators at Wilberforce College outside Dayton indicate that minority women are difficult to place in business-university cooperative internship programs.

In view of the labor market disadvantages that minority women face, it is little wonder that minority female college students hold lower job aspirations than their male counterparts.[5]

It is a premise of the Minority Women Employment Program that discrimination must be eliminated across the entire occupational spectrum. If the increasing numbers of minority female graduates are to gain returns commensurate with their educational attainments, labor market mechanisms such as the Minority Women Employment Program must be available to them.

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[3]Confidential Communication (1974).

[4]Confidential Communication (1975).

[5]Patricia Gurin and Carolyn Gaylord. "Educational and Occupational Goals of Men and Women at Black Colleges, Monthly Labor Review, Vol. No. 6 (June, 1976), pp. 10-16.

CHAPTER 2

PROGRAM OBJECTIVES

The Minority Women Employment Program (MWEP) is aimed at meeting employers' claims that they would hire minority women if they could meet job qualifications and were available when needed. By locating well qualified minority women, assisting them in producing favorable interview and test results, instructing them in personnel resume preparation, and making them available when jobs have to be filled, the Program attempts significant penetration in industries and firms which previously had minimal or no minority female staff representation among their better paying professional, technical, and managerial jobs. Specifically, the project is directed toward the goal of achieving 100 placements annually in each of its seven metropolitan sites: (1) Atlanta, (2) Houston, (3) Dallas, (4) New Orleans, (5) Tulsa-Oklahoma City, (6) Cincinnati-Dayton, and (7) Los Angeles.

The Minority Women Employment Program is a demonstration effort to apply the techniques of Outreach to place minority women into high quality managerial, technical, and professional jobs. The Outreach strategy evolved from a program in New York City begun in 1964 by the Workers Defense League--renamed Recruitment and Training Program, Inc. (RTP), in 1972-- to place minority youth into building trades apprenticeships.[1] Proven successful in initial efforts, Apprenticeship Outreach was replicated in several states under the sponsorship of RTP, Inc., the Urban League, Local Building Trades Councils, and others.[2] Apprenticeship Outreach also was extended to recruiting women in apprenticeship with the establishment of pilot programs in six cities in May, 1974.[3] In addition, RTP, Inc., has applied the Outreach strategy to increase minority participation in fire fighting, various other blue collar occupations, and rural workers in the South. MWEP marks the first major attempt to apply the techniques of Outreach to

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[1] Ray Marshall and Vernon Briggs, Jr., Equal Apprenticeship Opportunities: The Nature of the Issue and the New York Experience (Ann Arbor: The Institute of Labor and Industrial Relations, University of Michigan - Wayne State University and the National Manpower Policy Task Force, 1968).

[2] See "Reaching Out for Apprentices", Manpower, Vol. 1, No. 5, June 1969, pp. 9-13.

[3] See Normal Briggs, "Women Apprentices: Removing the Barriers", Manpower, vol. 6, No. 12, December 1974, pp. 2-11.

white collar employment.

Central to the Outreach strategy is the formation of an organization limited in staff and scope, to provide a link between the minority community and employers. On one hand, it is the organization's function to gain the confidence of industry decision makers and to become recognized as a source of highly qualified and reliable personnel. It presents itself as an organization that is both sensitive to the requirements of employers yet firm in its commitment to obtain access to the best jobs for members of the minority community. On the other hand, the organization also establishes itself as an institution serving the minority community, seeking and preparing qualified applicants and engaging in educational efforts to inform minorities of new career possibilities.

What distinguishes the Outreach group from other employment or job-matching agencies is that it undertakes an important intermediary function: it attempts to reconcile the supply characteristics of its applicants with the qualities demanded by employers. This activity consists principally of preparing minority applicants to pass the screening procedures of the targeted firms, which may be formal or informal.

The experience most firms have in hiring for Outreach targeted jobs has been primarily with white men; consequently, many of the standards they apply, while perhaps of demonstrated validity in predicting the performance within this population, could hardly have been validated with respect to minorities. In its tutoring sessions and workshops, Outreach takes individuals whose job performance is likely to prove satisfactory to employers and helps develop those personal characteristics that are most important to employers in terms of screening, especially in interviews. It is expected that when qualified individuals are placed in good jobs, employers may come to realize that there may not be a unique set of personal characteristics that predict job success; but rather, in a context of racial, ethnic and sexual differences, a diverse set of characteristics may be admissible. Thus, Outreach is designed to refer minority job candidates who will meet current employer screening standards, and in the longer run, to influence the standards applied in hiring all workers.

Influencing employer behavior is a key objective of the Minority Women Employment Program. By demonstrating the availability of capable and motivated minority women to employers with job openings to fill, MWEP seeks to dispel the stereotypical notion that qualified minority women just cannot be found. Early experience in MWEP operations has indicated that skeptical employers often tend to be overly demanding in hiring their first minority women professionals. At the beginning, only the "super qualified" are acceptable. However, once a successful placement is made, preconceived fears about lack of performance seems to subside and employers often seem more willing to interview and

hire normally qualified minority women. In short, making breakthroughs such as placing the first women or minority or minority women on the job helps pave the way for others and such job development is a goal of MWEP.

Outreach programs are essentially upgrading efforts aimed at combatting discrimination by moving minorities and women into high-paying employment with job security and opportunity for advancement. In terms of a dual labor market framework, Outreach seeks to increase access of minority and women workers to attractive jobs in the primary sector of the labor market.[4]

Employment discrimination occurs in two basic forms which may be usefully labeled as overt and institutional. Discrimination may be overt in the sense the individuals are consciously accorded different treatments in specific cases because of attributes not associated with productivity. Institutional discrimination occurs when people are accorded different treatment because of attributes not associated with productivity resulting from the influence of social patterns of behavior to which people have adapted. In the overt case, for example, applicants for employment might be denied jobs because of their race, national origin, sex, etc., whereas in the institutional case applicants might not apply for jobs because of inadequate knowledge of them, a feeling that they would be discriminated against if they did apply because of the observed behavior by those controlling the jobs, or because segregated educational or training facilities had rendered them unqualified for the position even if overt discrimination were no longer practiced. Overt discrimination is clearly more easily identified and dealt with. However, in practice, these forms of discrimination might not always be distinct because there might be some overlap, as when discriminators use their knowledge of institutionalized behavior patterns to practice overt discrimination.

In sum, Outreach is a narrowly-focused program designed to combat both overt and institutional discrimination preventing entry by minorities into high quality jobs. It is based on the recognition that such discrimination operates on both the demand and supply sides of the market. Anti-discrimination pressures, although necessary, do not guarantee qualified minority workers will be ready to move into jobs once discriminatory barriers are removed. Indeed even good-willed employers may need assistance in recruiting and screening minorities for newly available jobs--especially for high paying jobs requiring special skills or qualifications and/or jobs which have been filled in the past largely through informal labor market channels. And qualified minorities may need help in locating the newly available jobs, getting past screening barriers, and demonstrating their qualifications to employers.

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[4] For a discussion of dual labor market theory, see Peter B. Doeringer and Michael J. Piore, Internal Labor Markets and Manpower Analysis (Lexington, Massachusetts: Heath Lexington Books, 1971) especially Chapter 7. "Racial Discrimination in Internal Labor Markets".

Informal or "word of mouth" information networks have always been important in certain labor markets. Followup efforts conducted as part of the Minority Women Employment Program, are designed to extend these informal information networks to the minority community. By placing a vanguard of minority women in nontraditional occupations, they establish role models for others to follow. Further, for assistance provided, Outreach clients pay only an in-kind fee: feeding back information regarding subsequent job opportunities to the program and minority community so that others can join them. In this way, word of mouth spreads to the minority community and affirmative action toward equal employment opportunity is achieved.

As part of its objective, the Minority Women Employment Program undertakes to develop an effective program model that state and local prime sponsors under the Comprehensive Employment and Training Act of 1973 can use to help remedy employment discrimination in their areas. Thus, it is in its ability to secure local funding that the project's success will partially be judged.

In brief, the objectives of the Minority Women Employment Program can be summarized as follows:

(1) To place minority women into managerial, professional and technical jobs in private industry, thus upgrading their labor market status.

(2) To place breakthrough minority women into nontraditional positions and occupations where their representation has been minimal or nonexistent, thus changing employer stereotype notions about inability of minorities and women to perform and creating role models for other minority women to follow.

(3) To establish informal information networks to assist other minorities and women into jobs in the primary sector of the labor market

(4) To develop and demonstrate an effective program model for combatting discrimination in higher level white collar employment, convincing state and local CETA prime sponsors to adopt the project or to utilize some of its techniques.

(5) To disseminate knowledge of employment opportunities in higher quality jobs more widely in the minority community.

(6) To influence the career choice decisions of minority female college graduates and college students and to offer them exposure to alternative career options they previously had not considered.

(7) To foster the development and training of the projects' own staff so that they may move on to positions of greater responsibility and compensation when they leave the project.

(8) To serve as spokesperson for minority women in the labor market and generally represent their interests as advocates.

CHAPTER 3

PROGRAM DESCRIPTION

This chapter is intended to provide the reader unfamiliar with the Minority Women Employment Program with some detail regarding the nature of its operations to date. It should be recognized that program procedures are still evolving and being refined. Innovations have been made this past year and will continue to be made in the future. The program as it stands today is built primarily on the experience gained in Houston and Atlanta.

For purposes of organization, this chapter is divided into two sections. The first deals with the operations component of the project, the second deals with the research component. Both work together to achieve the program's objectives.

OPERATIONS COMPONENT

MWEP utilizes the "employer persuasion-outreach" technique which was initially developed and refined by the pilot program in Atlanta. This technique includes the following functions, which are conducted simultaneously: (1) recruitment of applicants, (2) employer contact and job development, (3) preparation and screening of applicants, and (4) placement followup. In addition, the staff conducts a good deal of what can be described as "community relations work". Each of these functions will be discussed in turn.

Recruiting Applicants

In recruiting qualified minority candidates, MWEP recruiter-counselors make use of a variety of techniques. Probably the most effective is word-of-mouth. Many hear of MWEP through a friend or relative or employer and walk in, call in, or write in. Additionally, announcements are periodically made through minority news media. Guest appearances have been made on TV and radio shows to explain the project. Yearbooks and graduation announcements from

nearby predominantly minority colleges have been probed for names. Researchers and field staff also have culled through listings of minority college graduates to find potential candidates. Such listings include the Directory of Minority College Graduates, 1971-72, Spanish-Surnamed American College Graduates: 1971-72, and Affirmative Action Recruitment Directory: Human Resources in Higher Education.[1] Letters are sent to those listed and other attempts are made to contact them. Since college graduates are a highly mobile population, such listings become out of date very fast, and the response rate to such mailings is generally low. However, MWEP attempts to make use of every possible lead to qualified candidates. In addition, MWEP recruits applicants through alumnae groups and minority student organizations, including black sororities such as Alpha Kappa Alpha, Delta Sigma Theta and Zeta Phi Beta. MWEP recruiter-counselors also make contact with college placement officers and contacts in various academic departments in local colleges and universities. A substantial applicant supply has been established by acquiring from these sources lists of women qualified in a wide variety of academic areas. Contacts are also made with minority professional organizations in search of experienced applicants who are seeking to upgrade and/or change careers. Sometimes organizations are even created to fill needs perceived by the projects staff. Thus, the MWEP-Atlanta staff assisted in founding the Atlanta Association of Black Personnel Administrators. This group has not only been helpful in referring applicants to MWEP but has provided some useful contacts with the Atlanta business community. In Houston, Beverly Lyle was one of the co-founders of Black Women for Social Change, a community organization which has provided contacts and other assistance to MWEP-Houston.

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[1]The full references are U. S. Department of Labor, Manpower Administration, Office of Equal Opportunity, Directory of Minority College Graduates, 1971-72 (Washington, D. C.: U. S. Government Printing Office, 1972); Cabinet Committee on Opportunity for the Spanish Speaking, Spanish-Surnamed American College Graduates: 1971-72, two volumes, (Washington, D. C.: U. S. Government Printing Office, 1972); and Western Interstate Commission for Higher Education, Affirmative Action Recruitment Directory: Human Resources in Higher Education (Boulder, Colorado: Western Interstate Commission for Higher Education, 1974). One of the better listings of such directories has been published in "Recruiting Minority Women #2" (November, 1974), a publication of the Project on the Status and Education of Women, Association of American Colleges, 1818 R Street, N.W., Washington, D. C. 20009.

Employer Contact and Job Development

Contact with employers is the primary responsibility of the local project director. In order to make effective use of the director's time, priority is given to contacting major firms identified by research as having present and future job openings and likely to be productive of job orders. Research also attempts to identify as accurately as possible the persons who make hiring decisions in each firm.

Unless the employer is referred by a personal contact, firms are generally first contacted by means of a letter. The letter introduces MWEP to the employer and explains its functions. It emphasizes that MWEP endeavors to provide applicants who meet the employer's specified standards; thereby defraying some of the screening costs, and requests an appointment to discuss the program more fully. Firms which do not respond to the initial letter receive followup telephone calls soliciting an interview. In only a few instances have firms proven resistant to both appeals.

It is in the initial interview that the project director attempts to establish a positive rapport with the company officials. It is re-emphasized that the purpose of MWEP is to help the employer recruit minority women for the firm. It is made clear that MWEP will fully observe the employer's standards and would endeavor to screen its registrants and refer only those women who appeared to satisfy all of the requirements of the job. It is further stressed that MWEP specializes in managerial, technical and professional occupations. MWEP asks to be informed when hiring occurs for these positions and what the requirements for the job are.

Somewhat familiar with the firm and its operations provided in material provided by research and/or through experience with similar firms, the project director seeks to establish credibility as a knowledgeable and reliable aid to the employer in seeking qualified women. Such initial credibility is further demonstrated by sending quality referrals appropriate to the firm's needs and is eventually solidified through making a successful placement who performs well on the job.

In a sense, one object of the employer contact is to leave the employer with a clear impression of the project's applicants. To the extent that MWEP staff convey a competent, professional image, they themselves help to break down preconceived notions and stereotypes in the mind of the employer. Indeed, MWEP staff have commonly received job offers themselves in the course of their work. Such demonstration of capability on the part of the MWEP staff alone tends to reverse long-standing reluctant or resistant attitudes toward hiring minority women.

In a very successful meeting with an employer, the project director may receive job descriptions of specific openings that currently exist in the firm. Other times, an employer, having learned of the type of registrants MWEP has on file, will agree to notify MWEP when vacancies occur or when training programs are scheduled to begin. Occasionally, it is apparent from the initial meeting that the employer is negatively disposed toward hiring minority women.

Although some employers show little reaction to the program, the behavior of many employers has been modified by what Alexis Herman, national project director, terms the "employer-persuasion-outreach" technique used by MWEP. Employers are influenced by the project in several ways. Since the businesses know they are dealing with people who know the law regarding employment discrimination and since they realize they will be questioned in followup debriefing, employers know they must have a good reason for rejecting an MWEP applicant. MWEP does not adopt a hostile position toward employers. However, it often assumes an advocacy role on behalf of qualified referrals.

Sometimes, either because the employer has no current openings in managerial, technical, or professional occupations or to test MWEP's delivery capabilities, an employer will provide a clerical job order to MWEP. This often presents a problem to MWEP staff. On one hand, MWEP does not want to foster the reputation of placing clerical personnel. On the other hand, MWEP does not want to turn off an employer by failing this initial test and further, certain clerical positions offer good pay and upward mobility. Moreover, although MWEP does not seek applicants desiring clerical positions, some do apply.

The resolution to this problem has been to refer candidates to the job if (1) suitable applicants are available on file, and (2) the position offers sufficient quality and upward mobility to merit consideration. Notwithstanding this reponse to clerical job orders, MWEP stresses to employers that its chief focus and abilities lie in filling nonclerical white collar positions.

Publicity to business firms is a sensitive matter. The key is to maintain a professional image and reach employers who will sincerely respond. A massive broadcasting campaign brings in many firms who wish only to "touch base", fulfilling formalities of making "good faith" efforts to achieve affirmative action. Some firms are so blatant as to request a letter as "proof" of their contact--without so much as interviewing or otherwise seriously considering any available MWEP applicants on file. This sort of behavior wastes valuable staff time, raises staff frustration, creates an atmosphere of distrust and generally consumes much staff energy in weeding those sincere responses from those who are merely going through the formalities.

Probably the most effective form of outreach to business has been personal referrals from business contacts with whom MWEP has established a good relationship. Thus, business clients established in Atlanta or Houston have been asked for referrals in other project cities. Two such referrals led to the placement with Dallas firms of three Atlanta applicants who were willing to relocate--even before the Dallas-MWEP office had been established.

Information requirements for MWEP-style job development are extensive. Not only is information on job openings and formal requirements obtained, often just as important are informal requirements. Also relevant are data on the seasonality of hiring patterns, upgrading paths, detailed step by step hiring procedures, the firm's decision-making process regarding new hires, training programs, job security, and upward mobility and career paths available from various entry level positions. All of this information is especially useful in the preparation and screening of applicants, which is discussed next.

The Preparation and Screening of Applicants

Having obtained information about the available jobs, there remains the formidable task of selecting MWEP registrants most qualified to fill the openings and preparing them to apply for the job. This process generally involves job and career counseling, resume preparation, preparation for the job interview, test tutoring, general support and encouragement, and followup to each job referral.

Upon initial contact with MWEP offices, the registrant is asked to fill out an application form requesting information about her personal characteristics, labor force experience, educational background, and career goals. If one of the staff (generally a recruiter-counselor) is immediately available, the registrant will be interviewed. In the event that an immediate interview is not possible, an appointment is scheduled for the near future.

During the initial interview, the recruiter-counselor reviews much of the material on the application form in order to gain a more complete picture of the client. In addition, the recruiter-counselor attempts to establish rapport with the job seeker since gaining her trust and confidence is essential to effectively working with her later. Subjects covered on the application form present obvious material for extended conversation, which is helpful in establishing initial rapport. During the interview, the recruiter-counselor attempts to form a clear impression

of the occupational interests, communication abilities, personality traits, and work skills of the applicant. Also observed are her ability to respond in an interview situation, her knowledge of the job market, and the general impression she makes by means of her personal appearance and through her resume. Based on this information, along with an assessment of the state of the job market, the director is able to formulate a program of work designed to enhance the employability of the registrant. It should be noted that a significant part of the interview consists of educating the woman to the realities of the job market, often informing her that the jobs to which she aspires are quite scarce but also pointing out that the client may be qualified for jobs she had only vaguely considered previously.

The program of work, of course, varies with the particular needs of the woman and the urgency with which the training is needed, as dictated by the state of the market. Initially, the stress is on basics, beginning with the resume. It is quite common for a registrant not to understand the purpose of the resume and to have inappropriate information listed or job objectives stated too broadly. MWEP staff also indicate to the client that different types of resumes may be called for in applying for various types of jobs, i.e., emphasis might be placed on different aspects of a person's background or the material might be presented in a different manner in order to best reflect the applicant's qualifications for the position desired. MWEP staff may assist the registrant to tailor resumes for use in a particular job referral--especially for employers who appear attentive to written profiles of their job applicants. In this regard, individuals have been assisted in preparing as many as five customized resumes.

Along with the resume, much attention is devoted to job interview preparation. Preparation for job interviews is critical because often heavy emphasis is given by employers to impressions gained in such encounters. Women who the staff feel are in particular need of work are given "mock" or simulated interviews which provide them the opportunity to become comfortable and gain confidence in an interview setting as well as offering them feedback and suggestions for improving their interview performance.

The interviews are generally conducted with MWEP staff posing as an employer's personnel representative. The purpose of the interview is, of course, to present the registrant with the kind of situation she can expect to encounter when applying for a job. The interviewer asks a series of prepared questions or engages the applicant in a general discussion about the activities of the company or about the applicant's job experience or career goals.

A common characteristic of many of the clients is that they assume a passive role in the interviews. That is, they respond to questions in the most direct terms and rarely raise any questions of their own about how employment with the firm may satisfy some of their personal objectives. Considerable time may be spent indicating to the registrant how she can be more engaging in her conversation in an interview context. Tips are provided on how to be assertive without appearing over aggressive.

Often, an applicant cannot verbalize her career goals, a point on which some employers place key attention. In debriefing after mock interviews, MWEP staff ask questions of the applicant, providing insight into her real interests and objectives. They also reflect back to the applicant what she indicates to them. Through this process, the applicant generally gains the ability to express herself regarding her career goals, enhancing her self-assurance in real interviews with employers.

Another area in which many applicants need assistance is in the matter of grooming, style of dress, and interview posture. In making suggestions regarding such personal and potentially sensitive matters, MWEP staff generally take a cautious approach. They have found, however, that once they gain the trust and confidence of the client, she is often quite receptive to suggestions regarding such matters.

Job counselling often takes the form of working with clients in groups as well as individually. One technique has been to invite several registrants to seminars on employment opportunities for women in nontraditional occupations -- job categories which few minority women had previously considered. The seminars are attended by representatives of various large employers who make presentations regarding the particular occupation. On one hand, these seminars provide minority women with an orientation to occupations new to them; also, the seminars give industry executives the opportunity to meet and interchange with a group of competent minority women. Three such seminars have been held in Atlanta -- one on wholesale sales, one on insurance, and one on communications. Each of these seminars has resulted in at least one placement. In Houston, group work resulted in seven placements as facilities engineers for a large engineering firm.

Test tutoring is often an important facet of job preparation. Since employers make substantial investments in many of the people who fill their managerial, technical, and professional occupations and because they seek individuals who have the potential to advance to higher level

positions, many firms utilize various tests in their screening procedures. Thus, MWEP tutors applicants in test-taking. Such tutoring consists of orientation to and practice with the general types of tests to be taken. In this effort, MWEP is able to draw on the testing expertise of Recruitment and Training Program, Inc., gained through tutoring for apprenticeships and other occupations.

By design, the MWEP approach to job placement is a very personal process. Every MWEP staff member is encouraged to attempt to become as familiar with each applicant as much as possible. A key emphasis is placed on providing support and encouragement -- particularly to those lacking self-confidence. Personalized assistance is reflected in other ways. If transportation is a problem for an applicant, MWEP staff may assist with information on automobile financing or suggest leads for purchasing an inexpensive automobile or help the applicant locate an apartment in an area which will facilitate her commuting to work. MWEP staff may pick up application forms during office hours to assist candidates who cannot get off work. If an applicant has child care problems, MWEP staff may help to arrange for day care. In part, it is in this personal attention which distinguishes MWEP from other job matching mechanisms or agencies.

Following each job referral, MWEP staff debrief both applicants and employers asking them to describe their impressions and reactions. Employers who do not hire applicants are asked why. This information helps staff members learn more precisely what types of interviews specific employers conduct as well as better assess employer needs for future referrals. Applicants also find it helpful to review their experiences to learn how they might be more effective in subsequent interviews.

Placement Followup

MWEP has found it useful to organize its placements into a kind of alumnae association. Such organizations serve two objectives: First, they provide a support group on which these pattern-breaking women can rely in coping with discrimination and other problems encountered on the job. Secondly, they foster the development of an information network, further strengthening the linkage between business and the minority community. And developing institutional linkages assists to overcome institutional discrimination.

In Houston, the group of placements have met with an industrial psychologist who assists them to draw on their own resources to combat the difficulties and discrimination they encounter on the job. Often, these placements are the only minority women on the job and the support offered by women in similar circumstances in other companies has been helpful.

Many of the problems encountered center around certain recurrent themes: (1) Some of the placements are not given challenging work and feel that their capabilities are not being utilized. This seems to be a pattern when employers place minorities only as tokens. (2) On the other hand, some are beleaguered with assignments beyond their stated job requirements, training and/or capacities. Many of the women view this as discriminatory harrassment. (3) Some women complain that others (generally men) receive credit for their work. For example, one woman working for a major organization in Houston, found a man was selected to present a year and a half of her research work. (4) Many face the general problem of breaking out of the stereotyped roles in which firms have treated women in the past. Dealing with many of the problems presented requires assertive behavior, a focus of training efforts in followup workshops with MWEP placements.

Community Relations

Once an MWEP project becomes established the staff of the project gain justified reputations as experts in the employment problems and prospects of minority women. As a result, they are frequently called upon to give talks at a college and universities, make presentations at conferences, give speeches before women's groups, confer with manpower planners, public personnel officials, and others.

In a broad sense, such activities assist the project in accomplishing its objectives. First, it provides visibility to the project, serving in a sense a public relations function. Secondly, by calling attention to the employment prospects of minority women in nontraditional occupations, more minority females are motivated to seek such careers. Work in the predominantly minority colleges especially suits this purpose. Thirdly, such activities are essential in establishing and maintaining contact with the minority community.

RESEARCH COMPONENT

To be effective, Outreach Staff need to become experts on the industry and employers with whom they work. Extending Outreach from the construction industry to managerial, professional and technical occupations has made this task more difficult. Apprenticeship programs which were the focus of earlier Outreach efforts were highly organized with fairly consistent hiring procedures, ports of entry and times in which hiring occurred. In contrast, the nonclerical white collar market is more diverse. Any metropolitan labor market contains a staggering array of firms to be contacted, each of which may be the source of one or several job openings. Further, each firm is likely to have its own hiring procedures, standards, and schedules. To cope with this broader market, MWEP has made two refinements. First, the project concentrates primary attention to areas where the need is greatest, namely private sector managerial, technical, and professional jobs, exclusive of nursing and teaching. Of course, nontargeted job offers which can be easily filled using staff time are not ignored, but neither are they pursued. Secondly, MWEP is aided in its efforts by the research of the Center for the Study of Human Resources. Researchers fulfill several functions for the project, namely:

1. Provide a feasibility study to help select the cities in which the project is needed and for which the project is likely to be appropriate.

2. Help focus the efforts of the project staff on companies which are expanding in managerial, technical, or professional employment and are likely to utilize the services of the project.

3. Attempt to provide staff members entry to or contact with as many appropriate top level management executives as possible.

4. Assist in the training and orientation of newly-hired project staff in each of the cities.

5. Obtain preliminary information on the companies, the industries, and the local labor market trends to brief the project staff in order to help them establish credibility with employers when they make their contacts.

6. Provide research assistance for community relations efforts to the project staff (e.g., assembling information for speeches, workshops, etc.).

7. Provide feedback to field staff regarding performance during the course of the project.

8. Throughout the course of the project, collect baseline data on labor market conditions, and other information relevant to evaluating the project.

9. Evaluate the project, determine its replicability to other areas and situations, and to distill the lessons learned from the experience of the project into writing in the form of progress reports and a final project report.

As can be seen in this list of research objectives, in many ways the project relies on data provided by research--especially in the start-up phases of the program.

Prior experience with the pilot projects in Atlanta and Houston made it clear that field staff do not have time to sort through and read massive amounts of research materials. Moreover, it soon became apparent in the expansion of the project that to facilitate use of research provided, it was necessary to systemize data collected in a form standardized across all project cities. Thus, in January 1975, researchers and field staff together reviewed past research provided by University of Texas researchers, assessed the usefulness of each type of data, and agreed upon a standard three-volume format. By design, the particular contents of the research volumes continually evolve and improve as field staff provide feedback and further suggestions. Sample Table of Contents for each of these volumes is shown in Chart 3-1. As indicated, Volume I focuses on community profile and a directory of contacts: Volume II concerns information regarding the demand side of the market, while data on the supply of minority women is in Volume III. In addition to the three volumes, other research provided includes master card file of contacts (with addresses, phone numbers) as well as corporation annual reports, published recruiting materials, and other data on individual companies in the area of the project site. The form and content of this "research package" were developed with considerable input from field staff.

Research is not completed once the initial research package is delivered. Researchers train field staff in the use of the materials, update and supplement them. Most important researchers are on call to find answers to questions or researchable problems which staff in the field offices bring to their attention. Finally, once an office is established, researchers visit periodically to assist local offices in whatever way they can and to collect and verify information to assess the project.

CHART 3-1

Organizational Format for Research Materials
VOLUME I: COMMUNITY PROFILE AND DIRECTORY OF CONTACTS:
LOCATION OF PROJECT SITE

Table of Contents

Community Profile

1. References to Other Works on the City
2. Street Map
3. Map of the SMSA
4. Demographic Data
   - A. Minority Composition of Population
   - B. Population Forecasts and Projections
5. Labor Force Data
   - A. Employment by Occupation
   - B. Unemployment Rate by Month
   - C. Unemployment Rate by Sex and Ethnic/Racial Background
   - D. Employment Forecasts and Projections
   - E. Earnings Data
6. Indicators of Business Activity
7. Chamber of Commerce Activity
8. Background on Local City Government
9. Information on CETA
   - A. References on CETA
   - B. CETA Information Packet
   - C. Profile on Local CETA Plan
   - D. Summary Description of Local CETA Plan

Directory of Contacts

1. Federal Government Officials
   - A. Assistant Regional Director for Manpower, DOL
   - B. Women's Bureau Officials
2. Local Government Officials
   - A. Elected Minority Officials
   - B. CETA Officials and Personalities
   - C. Other Key Local Government Contacts
3. Compliance Agency Officials
4. College and University Contacts (from colleges in the surrounding areas
   - A. Placement Directors
   - B. Alumni Association Directors
   - C. Specific Department Contacts
   - D. Affirmative Action Officers
   - E. Minority (Women) Student Groups
   - F. Office of Minority Affairs
   - G. Registrar's Office
   - H. Miscellaneous
5. Community Group Contacts
6. Business Contacts
   - A. Chamber of Commerce Officials
   - B. Selected Key Individual Business Leaders

CHART 3-1

Continued

7. Professional Associations/Organizations
   A. Personnel Associations
   B. Associations of Affirmative Action Officers
8. Private Personnel Agencies (note any directed specifically at minority groups)
9. Contacts for Statistical Information
10. Minority News Media
11. Other Press/Publicity Contacts
12. Other helpful contacts

VOLUME II: DEMAND: LOCATION OF PROJECT SITE

Table of Contents

1. Listing of Priority Firms
2. Listing of Firms by Employment Site
3. Background Information on Company (alphabetically categorized)
   A. National information on company
   B. Local information on company
   C. Interview with company representative
4. Growth Data
   A. By industry
   B. By firm
5. New and Expanded Business
6. List of EEO Court Cases: Completed and In Process
7. List of Major Government Contractors
8. Salary Surveys for Managerial, Professional and Technical Position
   A. National
   B. Local
9. Analysis of MWEP-Placements Made

VOLUME III: SUPPLY: LOCATION OF PROJECT SITE

Table of Contents

1. Data Regarding Area Colleges Enrollment and Recent Graduates
   A. Listing of Nearby Four-Year Colleges and Universities
   B. Total Enrollment Data and/or Degrees Awarded by Institution, Major Field of Study and Year
   C. Data on Enrollment of Minority Women
   D. Numbers of Recent Minority Women Graduates
   E. Listings of Recent Minority College Graduates
   F. Minority Women Registered with Local College Placement Offices
2. Leads and References to Potential MWEP Clients
   A. Miscellaneous Listings of Potential MWEP Clients
   B. Leads to Individuals who are Potential MWEP Clients
3. Analysis of the Labor Market for Teachers
4. Characteristics of MWEP Applicants on File

One useful task performed has been making periodic surveys of firms regarding their current needs for college graduates. The results of such a survey often help steer the project into contacting companies with current job openings. Firms indicating openings are then contacted the following week by MWEP staff. Of interest (and some distress to us) was that some employers tell a University of Texas researcher they have job openings, but the openings seem to disappear when contact is made by MWEP staff.

Two problems intensified by the program's expansion concern information needs of the project. First, it is clear that as the project grows and reaches more people, the processing of information becomes a problem in itself. Second, for the purpose of adequately evaluating the program, certain information collected for research needs to be standardized.

By design, the Minority Women Employment Program operates on a very personal level. In fact, often every staff member in the office takes it as a part of the job to try to get to know every applicant with whom the project works. Thus, when a job order comes in, many times the staff can recollect from memory names of applicants who would be interested and suitable. Such a personal style of operation is one of the strengths of the program and indeed, in the view of the project administrators, is a large factor accounting for the success the program has attained. However, as the numbers of applicants grow into the thousands, it becomes less possible to operate effectively on a completely personal basis. Memory must be supplemented with information retrieval systems. Yet there exists a danger of becoming so mechanically reliant on information systems that the project loses its vital personal manner. Thus the issue becomes one of supplementing a personal style of operation with efficient useful information retrieval systems. In training new staff in office procedures and recordkeeping MWEP has sought to capitalize on the initial experiences gained in Atlanta and Houston.

By nature, each field office tends to develop its own individual methods of keeping track of proceedings. To ensure that all necessary information needed to evaluate the project is collected, the research component works with MWEP administration and field staffs to devise methods of collecting certain minimum information required to evaluate the project--that is, to initiate some standardization without squashing initiative of staff who seek better ways of doing things.

Toward this end, MWEP has developed a standard application form to be used in all offices, as well as a standard format for submission of internal monthly progress reports. The internal progress report format includes six sections: (1) company visits, (2) community and public relations activities, (3) information on placements, (4) applicant activity summary, (5) job orders received and referrals, and (6) special events scheduled. The report covers from the 21st of one month to the 20th of the following so that it can be included in our monthly progress report to the Department of Labor on the first of each month. In addition to using the form for reporting purposes, MWEP administrators utilize it to help monitor the field office activities.

As part of this process of standardization, MWEP has agreed on the following definition of a placement:

> A placement is a MWEP registrant who was extensively assisted in obtaining her job, whether or not MWEP initiated the employer contact. Extensively assisted means that any or all of the following supportive services have been provided to achieve the employment obtained: test preparation, preparation for interviews (including mock interviewing), resume preparation, and job or career counselling beyond the intake interview. Moreover, the person placed must acknowledge the assistance received and evidence of such assistance must be documented in MWEP files.
>
> New hires on MWEP staff itself may not be counted, regardless of whether they come from applicant files or have been offered supportive services in the past.
>
> Occasionally, applicants from one MWEP office will be placed in job orders developed by another MWEP office. Since both offices contribute to the placement in important respects, each will be credited with one-half of a placement.

To assist with information processing, the research component is currently investigating the possibility of making greater use of computer processing. For research purposes, information on placements is being placed on computer tape for analysis. We are also examining the desirability and cost of placing information on characteristics of job orders and applicants in some accessible machine-readable form.

To conclude, the Minority Women Employment Program is a demonstration effort also in the sense of determining whether a University research organization can work effectively in conjunction with an operational placement program. This has been a continuing learning and developing experience for all. The process of communication and coordination is not a simple one, as past reports on the project will attest. But much progress has been made. Of great assistance this year was the transfer of a researcher from the University of Texas component to the national MWEP staff. As initially envisioned, this research has performed an invaluable liaison function between the Center for the Study of Human Resources and MWEP national staff. Her functions have included communicating research findings to field staff, providing some research capability within the MWEP national staff itself, and offering feedback regarding the usefulness of research provided, serving as sounding board for the University of Texas staff and suggesting further research needs.

CHAPTER 4

PROGRAM RESULTS AND ASSESSMENT

Since the Minority Women Employment Program has now been established for a full year as a national demonstration effort, we are now in a good position to review its track record.

This chapter briefly reviews the expansion of MWEP into five additional cities, assesses the accomplishments and shortcomings of the project through the contract year ending August 31, 1976, and attempts to record some of the learnings from the project to date.

Selection of Additional Project Sites

In selecting five additional sites to establish the Minority Women Employment Program, project staff faced three general considerations: first, offices should be established only in areas where there was a proven need for the program; second, locations should be selected where the project had a chance of accomplishing its objectives; and third, the project should be tested with women of various minority groups in a variety of settings with respect to geographic location, size of city, minority population, and characteristics of local economy. The latter was essential to assure that initial success the program encountered in Atlanta and Houston was not due to unique beneficial circumstances or the exceptional personalities of the program staff. It was critical to try the project in a diversity of settings to assess its replicability.

More specifically, the following factors were considered in our selection:

(1) Present availability and expected future growth of managerial, technical and professional positions in the labor market of the particular city and surrounding labor market area;

(2) The specific types and variety of MTP positions which are present in the particular labor market;

(3) Data concerning the availability of qualified or qualifiable minority female candidates;

(4) Data concerning the underrepresentation of minority women in MTP positions;

(5) The presence of significant minority population, both in terms of absolute size and as a proportion of the total population of the area;

(6) Geographic dispersion -- at least one project site in the West and North;

(7) Ethnic dispersion -- at least one project site directed at Mexican-American females;

(8) The presence of any existing programs or projects which might duplicate or compete with the proposed Minority Women's Employment Project; and

(9) The outlook for securing funding from local sources after the MWEP project has proven itself in the demonstration phase.

It was not our purpose to select the easiest sites for operating the program. Rather, we selected cities in which we felt the program could operate successfully. Also, our goal was to select a variety of sites which would demonstrate that the program could successfully operate in a diversity of settings, including some sites where employer resistance was expected to be hig Of course, in all the sites chosen, there was a demonstrated need for a MWEP program.

With such a multiplicity of goals and constraints, site selection was not a simple process. Except perhaps for Dallas, few cities looked promising from almost all perspectives. Generally an area which looked favorable with respect to demand had few identifiable qualified minority women, whereas another city might possess contrary characteristics. Or an area which looked good with regard to supply and demand factors might have CETA plan guidelines which obviated the possibility of MWEP obtaining future funding from local CETA sources.

To narrow this range of cities to be considered as selection sites, statistical profiles of cities were compiled and rankings were made. On this basis as well as discussions with RTP, Inc., a list of finalist cities was selected and further investigations were made.

Beginning in late November 1974, meetings were held with Department of Labor officials to discuss our findings and receive input into the final selection of cities. As a result of the investigations and negotiations, five areas were selected as expansion sites for the project: (1) Dallas, (2) New Orleans, (3) Tulsa-Oklahoma City, (4) Cincinnati-Dayton, and (5) Los Angeles.

These sites, together with the original offices in Atlanta and Houston, offered the advantage of providing considerable diversity to field test the replicability of the project model. As indicated in Table 4-1, they ranged in population from a little over half million (Tulsa) to more than seven million (Los Angeles). In terms of proportion minority, the range was a low of 11.2 percent in Cincinnati to a high of 34.3 percent in New Orleans. Also provided was a diversity of minority groups with which to work. In Los Angeles, the primary minority group was Spanish heritage. Dallas, Houston and New Orleans also provided a Spanish heritage population with which to work. Further, Tulsa has a substantial representation of American Indian population. Thus the project could be attempted across at least three minority groups.

TABLE 4-1

Population Characteristics of MWEP Sites Selected

City (SMSA)	1970 Population	Percent Minority	Percent Black	Percent Spanish Heritage	Percent American Indian	Minority Women (Black and Spanish Language) Enumerated in Census with 4 or More Years of College*
Atlanta	1,390,164	22.76	21.80	.90	.06	5,256
Cincinnati	1,384,851	11.19	11.10	.06	.03	1,585
Dallas	1,555,950	22.70	15.90	6.50	.32	4,101
Houston	1,985,031	30.16	19.30	10.70	.16	7,650
Los Angeles	7,040,335	29.40	10.80	18.30	.30	23,469
New Orleans	1,045,809	34.34	30.10	4.20	.04	4,418
Tulsa	550,835	12.40	7.60	1.10	3.70	620*

*Note: American Indian women are not so enumerated in census tables as are Black and Spanish women.

Source: 1970 Census of Population, U.S. Department of Commerce, General Population Characteristics (Table 23) and General Social and Economic Characteristics (Tables 91 and 97).

TABLE 4-2

MWEP Project Cities: Ranked from Least Severe to Most Severe Unemployment Rate

(Seasonally Adjusted)

Rank		June 1975	Rank		June 1976
1	Houston	5.5	1	Dallas	5.2
2	Dallas	6.5	2	Houston	6.3
3	Tulsa	6.7		UNITED STATES	7.5
4	New Orleans	7.7	3	Atlanta	7.6
5	Cincinnati	8.4		Cincinnati	7.6
	UNITED STATES	8.7	5	Tulsa	7.7
6	Los Angeles	9.7	6	New Orleans	8.0
7	Atlanta	9.9	7	Los Angeles	8.6

Sources: Data for the United States are taken from the household survey and published by the Bureau of Labor Statistics. Data on metropolitan areas are calculated from unemployment inservice claimants and published by State Employment Services. Local data for June, 1976 are preliminary.

TABLE 4-3

Industrial Composition of MWEP Sites, June 1975

Employment Sector	Atlanta	Cincinnati	Dallas	Houston	Los Angeles	New Orleans	Tulsa
Agriculture Services, Forestry, Fishing	Not Avail.	Not Avail.	.2%	.4%	Not Avail.	Not Avail.	Not Avail.
Mining	Not Avail.	.1%	1 %	4 %	.4%	4%	6%
Contract Construction	4%	4 %	4 %	9 %	3 %	6%	6%
Durable Manufacturing	8%	16 %	15 %	10 %	17 %	7%	17%
Nondurable Manufacturing	8%	13 %	7 %	7 %	8 %	5%	5%
Transportation	8%*	6 %*	5 %	5 %	6 %*	10%*	8%*
Communications	*	*	2 %	1 %	*	*	*
Utilities	*	*	.9%	1 %	*	*	*
Wholesale Trade	10%	7 %	8 %	8 %	7 %	8%	23%**
Retail Trade	17%	16 %	18 %	16 %	16 %	17%	**
Finance, Insurance, Real Estate	8%	5 %	8 %	6 %	6 %	6%	6%
Service and Miscellaneous	18%	19 %	18 %	19 %	21 %	19%	17%
Government	17%	14 %	13 %	12 %	16 %	16%	10%

SOURCE: Local Employment Service Offices. The data comprise nonagricultural wage and salary job reported by place of work. Estimates have been adjusted to the 1974 Benchmark and are rounded to the nearest 100. Data do not include persons involved in labor management disputes. Percentages may not add to 100 because of rounding.

*Transportation includes communications and utilities.

**Wholesale and retail trade combined.

The economic setting of each of the cities selected differed as well. As indicated in Table 4-2, the seasonably adjusted unemployment rate for June 1975 ranged from 5.5 percent in Houston--well below the national average--to 9.9 percent in Atlanta--far above the national average. The industrial composition of each of the cities differed substantially as well, as Table 4-3 illustrat

Economic variables also showed different patterns of change over the year. For example, while the unemployment rate improved in Dallas, Atlanta, Cincinnati and Los Angeles, it deteriorated in Houston, New Orleans and Tulsa (see Table 4-2). In terms of employment growth over the year from June 1975 to June 1976, the ranking was as follows:

Houston	3.4%
Tulsa	2.7%
Dallas	1.8%
Los Angeles	1.7%
Cincinnati	1.4%
New Orleans	1.1%
Atlanta	-(1.6%)

Specifically, it was envisioned that linkup would be made between Cincinnati and Dayton and Tulsa and Oklahoma City. Plans were made to establish satellite offices which would be staffed one day per week and which would have telephones designed to ring at the main office sites in Cincinnati and Tulsa.

However, midway through the year MWEP administrative staff decided against the extension of staff effort into two different cities. The rationale was that they may be overburdened since getting established and known in one community was difficult enough. Thus to date we do not have a good test of whether one MWEP office can effectively serve two geographically separate cities. Essentially, the Minority Women Employment Program is located in seven single-city sites. A brief description of each of the five cities selected for expansion of the Minority Women Employment Program follows.

Dallas - The selection of the Dallas, Texas SMSA as the third MWEP project site was based on several economic and social factors: (1) the existence of a significant and underutilized minority population; (2) the continuous pattern of growth evidenced by the major industry sectors in the area; (3) the large number of national corporations with major offices located in the SMSA; (4) the presence of a large number of colleges and universities, and concommitant supply of qualified or qualifiable minority women.

The 1972 population of the Dallas SMSA was 2.4 million of which 16 percent were black and almost seven percent were of Spanish heritage.

The median income in 1969 for males was $7,717; for females, half of that. However, the median income for black males was only $4,818 and $6,051 for Spanish surnamed males. By comparison, black and Spanish surnamed women had very low incomes -- $2,722 and $3,269 respectively.

The common sense expectation that higher education levels mean higher salaries was borne out in the employment patterns for minority race/ethnic groups, but not on a male/female basis. With almost the same educational backgrounds within race/ethnic groups, males somehow managed to get the better jobs.

Blacks exceeded their representation in the labor force in four industries -- Medical and other Health Services, Food and Kindred Products, Miscellaneous Business Service, and Electrical Equipment and Supplies -- but they were largely concentrated in the operative laborer and service categories in each of these industries.

Fifty-seven percent of the SMSA workers were employed in white collar jobs, 37 percent were blue collar workers and the remaining 6 percent were service workers. The occupational patterns within the SMSA between the sexes, both collectively and by race/ethnic group differed significantly. The female work force was characteristically more white collar and the anglo female work force was even more white collar. Proportionately, more anglo females were in each of the white collar occupational groups than minority females. Parity almost existed in the proportion of minority and anglo technicians.

Positive change in occupational patterns has occurred since 1970. Total reported employment in the Dallas SMSA increased 10 percent between 1970 and 1972. Minority employment grew more rapidly at a rate of 14 percent. Female employment increased 9 percent.

Changes in female employment were rather varied. Although white collar concentration, overall, did not change, there were proportionately fewer women in clerical and sales jobs in 1972 than in 1970. The changes in occupational position of minority females were substantial. White collar concentration went from 21 percent to 32 percent. The change however was largely confined to clerical occupations.

Every major industry sector in the Dallas SMSA except mining showed a significant growth in employment between 1964 and 1973. Even in the face of the national economic slow down, Dallas continued to have an unemployment rate significantly lower than the national rate.

As indicated by the growth in employment, the Dallas SMSA is an attractive site for major firms to locate. Almost 400 of the 500 firms on the Fortune list of the largest U.S. industrial corporations have offices in the Dallas SMSA. Seven of the Fortune 500 corporations have national headquarters in the Dallas area. Dallas is the headquarters for 619 business firms with $1 million or more in assets (fourth in the nation). Additionally, Dallas has the two largest banks in the South, east of Los Angeles (Republic National Bank and First National Bank). Finally, the federal defense contract awarded to the Convair Aerospace Division of General Dynamics in Ft. Worth promised an immediate expansion of approximately 3,000 new jobs in the area in 1975.

Within 50 miles of Dallas there are 30 institutions with a total enrollment of 85,000 including 9,000 graduate students. There are two predominantly black colleges in the area. The 1970 Census enumerated 2,584 Negro women, aged 20-44, with four or more years of college in the Dallas SMSA. Dallas also is an attractive area for blacks. From 1960 to 1970, the black population grew 59 percent.

New Orleans - The New Orleans SMSA has an estimated population of a little more than a million, of which 31 percent are black and 4 percent are of Spanish origin.

In 1969, median income for 16 years and over was $7,104 for all males, and $3,356 for all females. Black males earned a median annual income of $4,511 whereas the median annual income for black females was $2,286. Further, data on occupational distributions show that minority females are only sparsely represented in managerial, technical and professional positions.

Despite a relatively high aggregate unemployment rate (preliminary estimate 7.5 percent in March 1975), New Orleans has a stable economy and largely because of the composition of its industrial structure has been relatively less affected by the recession. Furthermore, a survey of employers in the New Orleans area demonstrated sufficient hiring activity to support a successful MWEP project. Of 42 firms interviewed in New Orleans, 20 were found to have job openings currently in the MPT fields and six were accepting applications although no immediate openings existed.

One of the chief attractive features of New Orleans was the presence of a significant number of qualified minority females, which appeared to be largely ignored by local employers. The 1970 Census enumerated 3,305 black women aged 20-44 with four years of college in the New Orleans SMSA. Further, data from the U.S. Department of Health, Education and Welfare in 1970 showed that black college enrollment in the New Orleans area as third highest across the South. The New Orleans area contains eight colleges and universities, of which three are predominantly black: Dillard, Xavier, and Southern.

An additional attractive feature was the receptivity of local city officials to the program, which made the outlook for receiving local CETA funding a very encouraging possibility.

Tulsa-Oklahoma City - The Tulsa-Oklahoma City SMSA's were chosen as the sixth MWEP project site. The MWEP offices was to be located in Tulsa, although it was anticipated that operations would extend into Oklahoma City as well. According to the 1970 Census the Tulsa SMSA population was 550,835 with the minority population comprising 12.6 percent of the total population. Oklahoma City's population was 698,180 of which 12.2 percent were minority.

The most attractive features Tulsa offered as a project site were a strong and growing economy, and receptivity of the local minority community and CETA officials to the program. The Tulsa-Oklahoma City unemployment rates were the lowest found among prospective cities.

Minority women were underrepresented in managerial and professional positions. Excluding the teaching and medical and health fields, minority women made up five percent of the total professional, technical and related fields in Oklahoma City and 1.8 percent of the managerial and administrative positions in 1972. In Tulsa minority women comprised 7.9 percent of the labor force in professional, technical and related fields and 2.9 percent in the managerial and administrative fields.

Our survey of business enterprise in Tulsa further indicated to Tulsa to be among the most attractive in terms of job openings for managerial, technical, and professional occupations. Out of 39 companies interviewed, 21 were actively hiring and one company was planning a very large expansion.

The local community, Indian and black, was receptive to an MWEP project and local officials intimated that future CETA funding was a real possibility. The single reservation the research component expressed about Tulsa was its low supply of minority females with a college education or equivalent experience. However, it was felt that our well established community connections in Tulsa would assist the project in finding those available. Further, the project could reach out into the surrounding area including Oklahoma City and predominantly black Langston College to find an adequate supply. Moreover, Tulsa would offer a good test of whether the MWEP strategy is viable in a smaller sized city.

Cincinnati-Dayton - The Cincinnati-Dayton area has an adequate supply of college-trained black women for the project. Whereas each SMSA has a population 11 percent black, the City of Cincinnati is 28 percent black and the City of Dayton is 30 percent black. Two historically black colleges, Central State and Wilburforce are in the vicinity and interviews with placement officials indicate that although graduates prefer to remain in the area, few find jobs.

Few black women are to be found in managerial, technical, and professional occupations in the private sector in either Cincinnati or Dayton and local employers questioned about the matter almost universally explained that it is because they can't find any qualified ones.

The demand outlook was encouraging as well. A survey of Dayton firms uncovered several major ones who were hiring. In Cincinnati, the Chamber of Commerce as of 1975 had collected pledge $1 million to be spent attracting new firms and business expansions to the city. The unemployment rate in both Cincinnati and Dayton generally remain at about or below the national unemployment rate.

Finally, the outlook for securing local funding in Cincinnati is hopeful because local CETA guidelines present no barrier. The outlook for funding from the Miami Valley Manpower Consortium in Dayton appears less hopeful, however, because CETA officials there place little emphasis on projects promoting equal employment opportunity.

Because Cincinnati and Dayton are only 54 miles apart, it was anticipated that a Cincinnati office site might also serve the Dayton area.

Los Angeles - Los Angeles offered some uniquely attractive features as a site focused on females of Spanish heritage. With a population 18 percent Spanish surname or Spanish language, Los Angeles contains a greater number of persons of Mexican descent than any other city in the world, except Mexico City. Los Angeles also has a larger supply of college educated females of Spanish heritage than any other city in the nation. The 1970 Census enumerated 9,584 Spanish surname/Spanish language women aged 20-44 with four years of college or more.[1] Furthermore, Spanish surnamed college enrollment in the Los Angeles area was greater than in any other city in the country. According to the U.S. Department of Health, Education and Welfare, there were 5,292 Spanish surnamed individuals enrolled in colleges and universities in the Los Angeles area in 1970.[2]

The demand situation in Los Angeles was not particularly good in the aggregate. The seasonally adjusted unemployment rate for March 1975, was 9.6 percent. However, a telephone survey of local firms made the week of March 24, indicated sufficient hiring activity to begin an MWEP project. The Los Angeles market is so large and diverse that there is a constant availability of job openings created merely from normal replacement activity. Los Angeles contains far more than twice the number of firms existent in any other MWEP project site.

Although the minority communities in Los Angeles are well organized and sponsor several programs, none duplicated the efforts of MWEP. In fact, as of May 1975, several local groups were receptive to location of an MWEP project in Los Angeles and pledged cooperation. The fact that minority communities are well organized in Los Angeles was expected to complement MWEP efforts in that Los Angeles employers are under greater equal opportunity pressures than firms in other areas and in that MWEP may be in a stronger position to secure local funding than in areas where minorities are politically weaker (provided, of course, that MWEP-Los Angeles demonstrated effectiveness and gained credibility in the minority community). Although Los Angeles CETA guidelines require at least 50 percent of Title I funds to be spent on the disadvantaged, the opportunity for MWEP to secure Los Angeles CETA funds is not obviated.

An additional factor which was expected to facilitate MWEP success in the Los Angeles area was that affirmative action officials in Los Angeles are organized into a unique group, entitled the Los Angeles Equal Employment Opportunity Officers League (LABEL). When contacted by project staff, LABEL officials indicated a willingness to cooperate with a MWEP project.

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[1] U.S. Bureau of the Census, Census of Population: 1970, Detailed Characteristics, Final Report PC(1)-D45 (Washington, D.C.: U.S. Government Printing Office), Table 148.

[2] Calculated from U.S. Department of Health, Education and Welfare, Office of Civil Rights, HEW Racial and Ethnic Enrollment Data from Institutions of Higher Education, Fall, 1970 (Washington, D.C.: U.S. Government Printing Office, 1972).

To conclude, as previously indicated, the sites were selected with a view to achieving a diverse cross-section of cities in which to test and adapt the MWEP employer persuasion-outreach model. They vary in size of population, minority composition and degree of organization, industrial structure and labor market conditions. Further, the patterns of underutilization were stronger in some cities than in others and thus in these places, MWEP expected to encounter greater difficulty achieving success.

Building an Applicant File

With the expansion of the minority women employment project into a fully established national effort, the number of active applicants on file has grown considerably. As of September 1, 1976, active applicants totaled 6,284, of whom 78 percent were college graduates (see Table 4-4). In the Houston office alone, the number of active applicants has grown from 695 as of February 25, 1974 to an estimated 1500 as of September 1, 1976.

For purposes of comparison, the number of active college graduates on file with MWEP offices as of September 1, 1976 represent from 2 percent to 33 percent of all the minority women with 4 or more years of college who were enumerated in the 1970 Census of Population in SMSA's where MWEP offices are located (see Table 4-5). The high numbers in some of the cities may indicate a rapid response on the part of minority women reflecting a strong need for the project or good outreach on the part of MWEP staff, or inadequate Census data, or huge influxes of minority female college graduates into MWEP cities since 1970, or any combination of the aforementioned.

TABLE 4-4

MWEP Applicant Bank as of September 1, 1976

OFFICE SITE	Total Active Applicants	Active Applicants with College Degree	
		Number	As a Percentage of Total Applicant.
Atlanta	2000	1700	85%
Cincinnati	596	371	62%
Dallas	407	309	76%
Houston	1500	1200	80%
Los Angeles	669	543	81%
New Orleans	701	584	83%
Tulsa	411	202	49%
TOTAL-All Sites	6284	4909	78%

Source: MWEP Office Files.
The data from the Atlanta and Houston offices are estimates.

Note: "Active applicants" include all persons currently served by the Minority Women Employment Program as of the indicated date.

TABLE 4-5

Number of Degreed Applicants on File with Each MWEP Office Compared with the Number of Minority Women with Four or More Years of College, as Enumerated in the 1970 Census of Population: By SMSA

SMSA	Minority Women Enumerated in 1970 Census with Four or More Years of College			MWEP Degreed Applicants	
	Black Women	Spanish Heritage Women	Total--Black and Spanish Heritage	Number	As Percent of Census Women
Atlanta	5,040	216	5,256	1,700	32%
Cincinnati	1,357	228	1,585	371	23%
Dallas	3,079	1,022	4,101	309	8%
Houston	5,671	1,979	7,650	1,200	16%
Los Angeles	11,623	11,846	23,469	543	2%
New Orleans	3,619	799	4,418	584	13%
Tulsa	460	160	620	202	33%
TOTAL All Cities	30,849	16,250	47,099	4,909	10%

Sources: U.S. Bureau of the Census, 1970 Census of Population: General Social and Economic Characteristics, Tables 91 and 97. Note that data exclude Native American Women because they are not displayed in Census data in this way. Number of degreed applicants are from MWEP Office Records as of September 1, 1976.

Number of Placements Made

As is illustrated in Tables 4-6 through 4-8, the number of placements made by the expansion offices compares favorably with the record initially established in Atlanta and Houston offices. In fact, this past year the Dallas office produced in the highest number of placements for any contract year to date--80.

While the achievements of making 411 placements this past year is notable, it still falls short of the goal of 100 placements per office (or 700 total placements) set for the project at its inception. Judging from the total experience of the Minority Women Employment Program to date, it appears that the goal of 100 placements per city as specified in the proposal is unrealistic--at least for the early phases. It appears that even in the best of years, a project of this type can attain approximately 50 to 75 placements. The goal of 100 was adapted from Apprenticeship Outreach where mass placements are involved rather than the individualized and customized kinds of efforts involved with the Minority Women Employment Program.

Perhaps once the project becomes well established, it can realistically attain 100 placements; but in the first year, 100 a year (or 2 per week) is probably unrealistic. It should be added that even placing 50 women is a significant achievement. Placing 50 women into professional-technical-managerial occupations would result in significant breakthroughs in traditional employment patterns. Fifty women is equal to 4 percent of all black and Spanish surnamed female managerial-technical-professional employment reported by private major employers to the EEOC in 1973 for Houston, 6 percent for Atlanta, 5 percent in Dallas, 16 percent in New Orleans, 13 percent in Cincinnati, 1.1 percent in Los Angeles[3] and 38 percent in Tulsa.

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[3] U.S. Equal Employment Opportunity Commission. Equal Employment Opportunity Report-1973 (Washington, D.C.: Government Printing Office, 1975). Data cover all private employers with 100 or more employees which reported in 1973, excluding health and educational services--industries in which minority women are typically concentrated. For example, in Houston 71 percent of minority females in managerial, professional and technical jobs were in medical and other health service fields. Data on employment in educational services were not available in Tulsa. Thus, the figures for minority women exclud only educational services in these cities. Data for Tulsa include American Indians; and data for Atlanta and Cincinnati include only blacks.

Coverage of the data is almost complete, since the EEOC estimate that only 100 to 200 employers nationwide who were required to repor failed to do so. (Telephone conversation with Office of Research, Equal Employment Opportunity Commission, 1975).

TABLE 4-6

MWEP Atlanta Placements by Contract Period

Contract Period	Placements For Period	Cumulative TOTAL
March 1, 1972-February 28, 1973	68	68
March 1, 1973-February 28, 1974	52	120
March 1, 1974-February 28, 1975	66	186
March 1, 1975-August 31, 1975	36	217
September 1, 1975-August 31, 1976	52-1/2	269-1/2

Note: Placements are classified according to date of report. Placements made with the cooperation of another MWEP office are shown as one-half credit.

Source: Records from the Minority Women Employment Program Atlanta Office.

TABLE 4-7

MWEP Houston Placements by Contract Period

Contract Period	Placements For Period	Cumulative TOTAL
March 15, 1973-March 14, 1974	23	23
March 15, 1974-March 14, 1975	48	71
March 15, 1975-August 31, 1975	28	99
September 1, 1975-August 31, 1976	58-1/2	157-1/2

Note: Placements are classified according to date of report. Placements made with the cooperation of another MWEP office are shown as one-half credit.

Source: Records from the Minority Women Employment Program Houston Office.

TABLE 4-8

MWEP Placements by Contract Period: Expansion Sites

Office Site	Contract Period 1* 11/15/74-8/31/75	Contract Period 2 9/1/75-8/31/76	Cumulative total through 8/76
Dallas	8	80	88
New Orleans	5	$41\frac{1}{2}$	$46\frac{1}{2}$
Tulsa	4	52	56
Cincinnati		$65\frac{1}{2}$	$65\frac{1}{2}$
Los Angeles	-	61	61

NOTE: In cases of placements made through the cooperative efforts of the MWEP offices, each office is credited with one-half placement.

*Contract Period 1 was a nine-and-one-half month period devoted primarily to project startup in the expansion sites.

SOURCE: Records from the Minority Women Employment Program.

But perhaps it is more appropriate and revealing to limit our attention to managerial and professional occupations, since the category "technician" includes many jobs which do not require a college degree. Indeed, the EEOC in its instruction to employers describes the job of technician as "requiring a combination of basic scientific and manual skill which can be obtained through about two years of post high school education."[4] Considering only managerial and professional ocupational categories, 50 placements would represent 6 percent of all black and Spanish surnamed women reported to the EEOC in Houston in 1973, 9 percent in Atlanta, 11 percent in Dallas, 20 percent in New Orleans, 20 percent in Cincinnati, 1.6 percent in Los Angeles,[5] and 54 percent in Tulsa.

Quality of Placements Made

In a project such as the Minority Women Employment Program, quality of placements made is as important as quantity. The breakthroughs made by the project give the MWEP record added meaning. MWEP placements have represented many "firsts", including:

Placing the first two women employed in a professional-technical capacity with a large automobile manufacturer;

Placing the first black female auditor in a major insurance firm in Texas;

Placing the first black female employed by a Texas state regulatory agency;

Placing the first black female auditor of a Texas state social service agency;

Placing the first women in a top administrative post with a transportation agency in Atlanta;

Placing the first black female manager with a major cosmetics firm;

Placing the first black women in management with a major nationwide retailing firm;

Placing the first woman (and the first black) as a computer programmer with a major Southern-based airline.

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[4] Equal Employment Opportunity Commission, "Standard Form, Employer Information Report EEO-1: Instruction Booklet", p. 7.

[5] U.S. Equal Employment Opportunity Commission, Equal Employment Opportunity Report-1973. All remarks in footnote 3 apply.

In many instances, MWEP accomplishments have gone beyond tokenism. For example, in early February 1974, a utility company in Houston hired an MWEP referral as a management trainee. The applicant worked so well, that four other minority women were placed in managerial and professional positions with the firm by the end of the year through MWEP at an average starting salary of $12,247. Further, its success with MWEP placements has since prompted another firm to hire seven MWEP applicants for engineer trainee positions.

The placements made during the project's expansion have not come at the expense of quality or project focus. As shown in Table 4-9, the average starting salary obtained by placements has risen this year over prior years. Although the averages are calculated in money rather than real terms and one would expect some increase merely due to inflation, the data fail to support any indication of decline in quality of placements made.

The second factor to note is that the project has improved its targeting on the private-for-profit sector. Of placements made this past year, 74 percent were in the private-for-profit sector as opposed to 62 percent in prior years. The percentage of placements made in managerial, professional and technical jobs slipped a bit from 77 percent to 71 percent. However, the difference was due to an increased number of women placed in good quality sales jobs--such as assistant buyers for department stores, insurance sales representatives, manufacturing sales representatives, and the like. The proportion of placements made in clerical and blue collar jobs remained about the same as past years. Finally, the percentage of placements who were college graduates dropped from 77 percent to 70 percent. However, the proportion of placements with at least some college training remained almost constant at about 4 out of 5 placements.

TABLE 4-9

Indicators of Placements Made
September 1, 1975-August 31, 1976
and in Prior Times

	Placements made Prior to September 1, 1975	Placements made Contract Year September 1, 1975-August 31, 1976
Average starting salary obtained		
college graduates placed into full-time jobs	$9,713	$10,309
all placements	$9,179	$ 9,626
Percentage of placements in private-for-profit sector	62%	74%
Percentage of placements made in managerial, professional and technical jobs	77%	71%
Percentage of placements who are college graduates	77%	70%
Percentage of placements with at least some college training	81%	80%

SOURCE: Calculated from summary Tables presented in Appendix.

Characteristics of Placements Made

Among the placements made through August 1976, 99.5 percent were minority. More attention has been given to placing non-black minorities during the past contract year. The proportion of nonblack minorities among placements rose from 3.6 percent to 19 percent from September 1, 1975 through August 31, 1976. The proportion of Spanish surnamed was highest in Los Angeles (34 percent), Houston (34 percent), and Dallas (28 percent). Native Americans comprised 8 percent of the placements made in Tulsa (see Table 4-10).

Half of all MWEP placements were unemployed at the time of their application to the program. The rate unemployed varied from 41 percent in Houston to 65 percent in Tulsa. The proportion of unemployed rose from 38 percent in prior years to 58 percent From September 1, 1975 through August 31, 1976--largely reflecting the impact of the recession on minority women. (See Table 4-11).

Among all placements made through August 31, 1976, 81 percent had attended college and 73 percent were college graduates. Although the proportion of placements who had attended college has remained almost the same throughout the life of the project, the proportion of degreed-placements made dipped slightly from 76.6 percent to 70.3 percent over the past year (Table 4-12).

Information on the age, marital status, and college last attended is available on placements reported through June 20, 1976. These data show that although the age of placements made ranged from 18 to 53, more than half were 25 years old or younger (see Table 4-13). Regarding marital status, only slightly more than a third are married with husband present. One out of every eight are separated or divorced with dependents. Approximately half have never been married (see Table 4-14). Among those with masters or bachelors degrees, almost 4 out of 10 graduated from a predominantly black college. Overall, the program showed the largest income gain among placements holding a master's degree from a predominantly black college; the mean annual increase in salary for these placements was $2,855 (see Table 4-15).

TABLE 4-10

MWEP Placements: By Racial/Ethnic Background, Office Site and Period of Placement

Racial/Ethnic Background	OFFICE SITE							TOTAL--All Sites	
	Atlanta	Houston	Dallas	New Orleans	Tulsa	Cincinnati	Los Angeles	Number	Percent
	PRIOR TO SEPTEMBER 1, 1975								
Black	217	290	5	5	4			321	96.4%
Spanish Heritage		8	3					11	3.3%
Native American		-						-	-
Asian American		1						1	.3%
White		-						-	-
Total	217	99	8	5	4			333	100 %
	SEPTEMBER 1, 1975-AUGUST 31, 1976								
Black	53	38	57	38	46	64	33	329	80.0%
Spanish Heritage		20	22	3	-	-	21	66	16.1%
Native American		1			4	-	-	5	1.2%
Asian American					-	1	6	7	1.7%
White			1		2	-	1	4	.9%
Total	53	59	80	41	52	65	61	411	100 %
	TOTAL THROUGH AUGUST 31, 1976								
Black	270	128	62	43	50	64	33	650	87.4%
Spanish Heritage		28	25	3	-		21	77	10.3%
Native American		1		-	4		-	5	.6%
Asian American		1		-	-	1	6	8	1.1%
White		-		1	2	-	1	4	.5%
Total	270	158	88	46	56	65	61	744	100 %

Source: MWEP Office Records

Note: In cases of placements made through the cooperative efforts of two offices and credited as one-half placement to each, the placement is counted with the office which provided the applicant rather than the office which obtained the job. Thus, the Houston data include one placement made in New Orleans and Atlanta figures include one placement made in Cincinnati.

Percentages made not add to totals because of rounding.

TABLE 4-11

MWEP Placements: Numbers Unemployed at Time of Application, by Office Site and Period of Placement

	OFFICE SITE							TOTAL
	Atlanta	Houston	Dallas	New Orleans	Tulsa	Cincinnati	Los Angeles	All Cities
	PRIOR TO SEPTEMBER 1, 1975							
Total Placements	208*	99	8	5				324
Number unemployed	80	36	4	-				123
Unemployed as a Percent of Total	34%	36%	50%	0%				38%
	SEPTEMBER 1, 1975-AUGUST 31, 1976							
Total Placements	53	50	80	41	52	65	61	411
Number unemployed	35	29	44	29	34	35	35	240
Unemployed as a Percent of Total	66%	49%	55%	71%	65%	54%	57%	58%
	TOTAL THROUGH AUGUST 31, 1976							
Total Placements	261	158	88	46	52	65	61	733
Number unemployed	115	65	48	29	34	35	35	363
Unemployed as a Percent of Total	44%	41%	55%	63%	65%	54%	57%	50%

*Information on nine placements made in Atlanta was not available.

SOURCE: MWEP Office Records

NOTE: In cases of placements made through the cooperative efforts of two offices and credited as one-half placement to each, the placement is counted with the office which provided the applicant rather than the office which obtained the job. Thus, the Houston data include one placement made in New Orleans and Atlanta figures include one placement made in Cincinnati.

TABLE 4-12

MWEP Placements: by Educational Attainment, Office Site and Period of Placement

EDUCATIONAL ATTAINMENT	OFFICE SITE							Total--All Sites	
	Atlanta	Houston	Dallas	New Orleans	Tulsa	Cincinnati	Los Angeles		
	PRIOR TO SEPTEMBER 1, 1975								
Masters	55	13		1	-			69	21%
Bachelors	113	68	2	1	-			186	56%
Some College	15	1	-	-	-			16	5%
High School Graduates	34	17	6	1	4			62	19%
Total	217	99	8	5	5			333	100%
	SEPTEMBER 1, 1975-AUGUST 31, 1976								
Masters	7	10	4	7	6	7	11	52	13%
Bachelors	29	40	49	20	27	30	42	237	58%
Some College	8	1	10	1	12	8	-	40	10%
High School Graduates	9	8	17	13	7	20	8	82	20%
Total	53	59	80	41	52	65	61	411	100%
	TOTAL THROUGH AUGUST 31, 1976								
Masters	62	23	4	8	6	7	11	121	16%
Bachelors	142	108	51	23	27	30	42	423	57%
Some College	23	2	10	1	12	8	-	56	8%
High School Graduates	43	25	23	14	11	20	8	144	19%
Total	270	158	88	46	56	65	61	744	100%

SOURCE: MWEP Office Records

NOTES: In cases of placements made through the cooperative efforts of two offices and credited as one-half placement to each, the placement is counted with the office which provided the applicant rather than the office which obtained the job. Thus, the Houston data include one placement made in New Orleans and Atlanta figures include one placement made in Cincinnati.

Percentages may not add to totals because of rounding.

TABLE 4-13

MWEP Placements: Age at Time of Placement

AGE	NUMBER	PERCENT	CUMULATIVE PERCENTILE
18	3	.6	.6
19	3	.6	1.2
20	4	.8	2.0
21	33	6.7	8.8
22	66	13.5	22.2
23	63	12.9	35.1
24	54	11.0	46.1
25	52	10.6	56.7
26	41	8.4	65.1
27	31	6.3	71.4
28	38	7.8	79.2
29	25	5.1	84.3
30	8	1.6	85.9
31	10	2.0	88.0
32	6	1.2	89.2
33	12	2.5	91.6
34	6	1.2	92.9
35	6	1.2	94.1
36	5	1.0	95.1
37	3	.6	95.7
38	2	.4	96.1
39	3	.6	96.7
40	6	1.2	98.0
41	2	.4	98.4
42	2	.4	98.8
43	1	.2	99.0
45	1	.2	99.2
51	2	.4	99.6
52	1	.2	99.8
53	1	.2	100.0

Source: MWEP Office Records. Data refer to placements made through June 20, 1976. This table does not include 160 placements, 24.6 percent of the total for which information is not yet available.

TABLE 4-14

MWEP Placements: Marital Status and Number of Dependents

Marital Status	PLACEMENTS Number	Percent	Number of Dependents 0	1	2	3	4	5	6	Total Dependents
Never Married	25	52.8	237	17	0	0	0	0	0	17
Married	167	34.7	63	57	29	10	6	2	0	179
Separated	15	3.1	5	4	3	1	2	0	0	21
Divorced	46	9.4	10	16	14	3	2	0	0	61
Widowed	0	0.0	0	0	0	0	0	0	0	0
TOTALS	481	100.0	315	94	46	14	10	2	0	278

Married at Time of Placement, 34.7 percent
Not Married, No Dependents, 52.4 percent
Not Married, One or More Dependents 12.9 percent

Source: MWEP Office Records. Data refer to placements made through June 20, 1976. This table does not include 170 placements, 26.1 percent of the total, for whom the needed information was not available.

TABLE 4-15

MWEP Placements: College or University Last Attended - Totals and By Degree: Number, Percentage of Degree Level, Mean Starting Salary, and Mean Salary Difference When Available

COLLEGE OR UNIVERSITY	PLACEMENTS NUMBER	PLACEMENTS PERCENT *	MEAN STARTING SALARY	MEAN SALARY DIFFERENCE
Total, Mainly-Black Colleges	186	32.1	$ 9478	$ 1984
Masters	44	38.6	11,036	2855
Bachelors	142	38.9	8992	1748
Total, Other Colleges	394	67.9	9573	1578
Masters	70	61.4	11,686	1185
Bachelors	223	61.1	9701	1993
Associate	8	100.0	9435	1604
Attended	93	100.0	7675	1017
Total for All Colleges	580	89.2	9543	1721
Masters	114	17.5	11,435	1349
Bachelors	365	56.2	9423	1884
Associate	8	1.2	9435	1604
Attended	93	14.3	7675	1017
Persons Not Attending College	70	10.8	7159	1014
GRAND TOTAL	650	100.0	9296	1640

Source: MWEP Office Records. Salary differences were calculated for 436 placements who had a previous job suitable for comparison. Data refer to placements made through June 20, 1976. Information for one (1) placement was not available.

*Note: Data in this column refer to the percentages of placements in the degree level category considered. Thus, the figure in the row by bachelors, mainly - Black Colleges, refers to the percent of all placements with bachelors degrees only.

Benefit-Cost Analysis

As shown in Table 4-16, the cost per placement for office operations varied from a high of $2,068 in Atlanta to a low of $941 in Dallas with most offices operating in the neighborhood of $1,500 per placement. Including project administrative costs, the overall cost per placement for the project during the year amounted to $1,951.

This first year under the newly expanded project brought several excellent placements. A Cincinnati woman with a bachelors degree in chemistry moved from a job as senior lab technician to one as analytical chemist, improving her income by $3,500 per year. A bank teller became a computer programmer for an insurance firm at a raise of $3,655 annually. An accounting clerk in Dallas became a Plant Division Supervisor for a communications firm, raising her income by 133 percent. A clerical assistant for a real estate firm in Los Angeles became a management trainee in a bank, boosting her income by $5,100. These four women are representative of the more than one hundred MWEP placements who have raised their annual incomes by $3,000 or more with the assistance of the project.

While such individual case histories are impressive and important, it is essential to examine how MWEP placements fared on the whole. In evaluating the upgrading performance of a project such as MWEP, one key factor that must be analyzed is income gain made by placements as a group.

For the sake of validity, however, some types of income gains should be ignored. Hence, although 411 successful placements were made this past year, 152 of those placements must be dropped from any analysis of income gain to prevent a distortion of results. Those placements not to be included in the study are the following:

(1) New labor market entrants who had no recent prior income-producing job.

(2) Newly graduated students whose income gains could be attributed to a change in their credentials.

(3) Individuals who had been employed in part-time jobs because those jobs may represent stopgap measures taken as a means of getting through periods of temporary distress.

All three of these categories (representing 152 placements) have been exempted from this analysis to avoid a possible favorable bias in the results. In addition, information on prior jobs was not available for 21 placements.

TABLE 4-16

Cost per Placement for the
Minority Women Employment Program

Per Placement Costs for Total Operations	
November 15, 1974-August 31, 1975 (start up)	$ 6,132
September 1, 1975-August 31, 1976 (fully established)	$ 1,951
Per Placement Costs by Office Site (9/1/75-8/31/76)	
Atlanta (52-1/2 placements)	$ 2,068
Houston (58-1/2 placements)	$ 1,608
Dallas (80 placements)	$ 941
New Orleans (41-1/2 placements)	$ 1,485
Tulsa (52 placements)	$ 1,524
Cincinnati (65-1/2 placements)	$ 1,470
Los Angeles (61 placements)	$ 1,655

Source: Director of Finance, RTP, Inc. Total operations costs includes all administrative costs for the project. Administrative costs are not included in the breakdown by office site. These data do not include the cost for research and evaluation. These data are based on costs recorded as of 8/31/76.

Since a primary goal of MWEP has been long-range labor force upgrading, we have attempted to include in our income gain analysis only those placements for whom a prior full time income could be obtained; out of 411 placements, 238 meet this criterion.* Of these, 169 gained in income, 11 stayed even, and 58 took a decrease in salary. The 58 placements who took a cut in salary were willing to do so for other advantages, such as new career choices, opportunities to relocate, greater job satisfaction, opportunities for upward mobility, or because they needed to end a long period of unemployment.

The salary declines for this group of 58 totaled $95,548 or an average annual cut in pay of $1,647. The 169 placements who increased their salary gained a total of $416,763 for the group as a whole or $2,466 per placement. This gain compares very favorably with the project's cost per placement of $1,915 (calculated on the basis of 411 placements). Essentially this means that per placement cost of the project this year was exceeded by the first year's gain in salary for these placements. The composite gain in annual salary for all 238 placements for whom before-after comparisons are relevant amounted to $321,215.

Since MWEP placements are in jobs with relatively low turnover, it is reasonable to assume that the gain in salary will persist over time creating an income stream of returns which can be discounted to obtain a present value. In Table 4-17, present value returns under various assumptions are compared with the cost of the program in the form of benefit-cost ratios. As can be seen, the benefit-cost ratios are all substantially above one, even under very conservative assumptions.

Of course, before-after salary comparisons have some severe limitations.. For one, they do not take into account inflation. Changes in salary over time due to inflation would tend to overstate the benefits of the project. On the other hand, merely comparing the before and after salary differentials tends to understate the benefits of the project in at least five ways:

(1) The term of unemployment suffered by placements is likely to have been shortened by the project's assistance--a fact not taken into account in the analysis. During this contract year, 240 of the 411 placements (percent) were unemployed at the time of application--several for a period of months. To the extent that MWEP lessened the term of unemployment for these women, the placements have gained in a material way.

*For placements who were unemployed at the time of application, data on the most recent prior full time job were used.

TABLE 4-17

Present Value of Returns from MWEP Placements
as Compared with Project Costs under Various Assumptions
September 1, 1975-August 31, 1976

Duration of Benefits	Discount Rate = 5% Benefit-Cost Ratio	Discount Rate = 5% Returns	Discount Rate = 10% Benefit-Cost Ratio	Discount Rate = 10% Returns
Two Years	1.3	$ 597,271	1.2	$ 557,481
Three Years	1.9	874,748	1.7	798,814
Five Years	3.0	$1,390,693	2.6	$1,217,657

NOTE: This analysis is based on information for 238 placements for whom before-after salary comparisons are appropriate. Pro-rated share of costs for these placements amounted to $464,338. This calculation assumes that the cost of making each placement is the same. In reality, new labor market entrants are probably more difficult to place than applicants with experience so the aforementioned cost estimate is likely to be overstated.

An underlying assumption of the analysis is that benefits were similar among placements for whom before-after salary comparisons were inappropriate.

(2) Salary comparisons used in projections of benefits in our analysis are starting salaries and it is assumed that compensation will remain at the same level in the future. However, earnings in occupations in which MWEP placements have been made are more likely to rise over time than placements would have experienced on previous jobs. That is, because MWEP-placed women are likely to be employed in occupations with rising age-earnings profiles, projecting MWEP salaries from starting level rates may vastly understate salary gains. In fact, placement followups have revealed that increases in earnings have already occurred since placement--often after only a brief probationary or training period.

(3) The occupations in which MWEP placements are made are likely to offer greater job stability than work held previously by MWEP clients. To the extent MWEP successfully places women in positions where their employment is more secure than previously, the stated differential understates MWEP's effectiveness.

(4) MWEP placement has reduced the need to move to less preferred areas to find work. Research for the initial pilot effort in Atlanta indicated that black women wished to remain in Atlanta. In fact, one Atlanta college placement official estimated that as high as 87 percent of black female graduates from his school preferred to stay in Atlanta--yet only 13 percent were able to do so. If the preference to remain in MWEP cities is as strong as it appears to be, then the project has resulted in a nonpecuniary gain for those who wish to stay.

(5) Placements made with MWEP staff itself of course have been disallowed regardless of whether they came from applicant files and received assistance prior to employment. It should also be recognized that the on-the-job training and knowledge of labor markets gained in working with MWEP enhances the labor market position of project staff considerably on leaving the program.

Although desirable, it is difficult to quantify many of the aforementioned benefits. Omitting them tends to understate MWEP effectiveness and places a conservative bias on evaluation of the program. Thus our evaluation of the program should be taken as a lower bound for the program's accomplishments with respect to placements.

Other Significant Benefits

It should be of course recognized that the program has benefits beyond the individual placements it makes. To focus solely on benefits accruing to individuals from placement activities is to understate the full benefits of the program. Although we cannot attach a dollar figure to these benefits, we can enumerate some of the ways the program has impact beyond its placements.

(1) Demonstration effects among minority women--Most of MWEP placements are in nontraditional occupations and some are in firms where they are the only professional minority women. As such, these placements serve a vanguard function, becoming role models for other minority women.

(2) Increasing employer awareness--By informing firms in a personal way of the existence of a large supply of well educated minority women who are ready and eager to work reliably if given the chance, MWEP serves an education function for employers. Even though employers may not have appropriate job openings available, the contact by MWEP itself tends to create a new awareness of the availability of minority women so that firms now include minority women as candidates to be considered for managerial and professional jobs. In fact, several personnel officials who had no openings at the time MWEP contacted them, have later called in with job orders. This is certainly in line with the objective of the program to overcome overt and institutional barriers to employment. Further, such change in employer attitude may result in future placements when the market situation improves. In this regard, MWEP has made personal visits with several hundred employers in the project cities.

(3) Increasing the job search effectiveness of placements not directly made by MWEP--The project is credited with placements only if the activity meets the strict definition of placement set for the program. Since the full range of MWEP services--from counselling to resume and interview preparation--is available to all applicants without restriction, MWEP applicants are made more effective in job search on their own. Thus, it is reasonable to assume that several women beyond those counted as placements are offered assistance by MWEP. Only candidates who are offered extensive help by MWEP and acknowledge the assistance rendered are counted placements. However, this category is by no means comprehensive and several persons have secured employment on their own and have gone uncounted. Women are noted as placements on MWEP files only if extensive staff time was spent with them--in tutoring, counselling, mock interviewing, and referring them to employers. Further, in almost all cases MWEP initiated the employer contact which resulted in employment for the applicant. In a sense, MWEP does something for each applicant who comes into contact with it--from the initial interview on.

(4) Influencing the redirection of career counselling for minority women in college--Directly through appearances, speeches, presentations, career day workshops, and other activities especially at minority colleges, MWEP effects a reorientation of minority women toward the labor market. Also, indirectly through placing minority women in managerial, professional, technical positions, MWEP permits women to consider nontraditional careers in the private sector as very real possibilities. Concurrently, the project has had some influence on career counselling in minority institutions to redirect women toward nontraditioanl growth occupations available in the labor market.

Followup Survey of Placements: Preliminary Results

At the time of this writing a comprehensive followup survey of all MWEP placements made through June 20, 1976 is being conducted. The responses received through September 1, 1976 are shown in Appendix B. While these data cannot be represented as conclusive evidence since they represent only 20.7 percent of the placements, the results are consistent with the statements that the project is making placements who stay on the job and who advance. Of the respondents to September 1, 1976, 74 percent reported that they were still on the job or in a related job and 69 percent reported that they had received a merit salary increase or promotion (see Table A-6).

Completion of this followup survey is scheduled for early 1977, at which time a complete report will be made on the results. A copy of the questionnaire being used for placement followup is presented in Appendix C.

The Outlook for Obtaining Local Funding

As previously mentioned, one of the criteria for success of the program is to develop and demonstrate a model program so effective that it is continued with local funding. MWEP has kept this in mind determining where to locate. In each of the cities selected, local prime sponsor officials have expressed an interest in the program and in initial meetings indicated that they were supportive of the program's objectives.

Subsequent written and verbal interchange with the city and county prime sponsors in Atlanta, Houston and New Orleans has revealed several significant barriers in getting MWEP funded through local prime sponsors. Generally prime sponsors acknowledge that discrimination exists in upper levels of the labor market, agree that there is a need for programs such as the Minority Women Employment Program, and admit that RTP, Inc., has the credibility to perform. However, instructed by CETA legislation to serve the "most in need", prime sponsors do not consider it appropriate for CETA operations to focus on minority college graduates as a target group Second, they view MWEP as a categorical program--against the grain of CETA--and refuse to fund any narrowly focused "rifle-shot" efforts, such as MWEP. Third, many local CETA prime sponsors feel that MWEP violates their Title I guidelines which indicate that all monies must be utilized for the disadvantaged. Since MWEP is a program primarily aimed at remedying discrimination, some of its clients are not disadvantaged (many are, of course).

In essence, CETA as it operates at the local level, is inappropriate for combatting discrimination through upgrading. In concrete terms, this means that if a single minority woman working as a full time clerk at $5,000 a year was placed as an assistant biochemist earning $10,500 per year, the placement could not be counted in most local programs. Indeed, because she failed to meet the guidelines of "unemployed, disadvantaged or underemployed", her application for service could not even be accepted.* However, if the same women were unemployed and then placed as a domestic service worker, the program operator would obtain full credit for placement in most local prime sponsor areas.

This anomaly in CETA operations has inhibited prime sponsors from funding the Minority Women Employment Program. Indeed, in Atlanta--where the only local prime sponsor funding has been received to date--the MWEP program model had to be revised and refocussed on placement of primarily disadvantaged, high-school graduates in high quality blue collar jobs. This program, operated separately from the original MWEP, has demonstrated success and has been refunded. However, the key point is that the program had to be revised to make it acceptable for funding at the local level.

In Boston, Massachusetts, CETA officials have seen value in the original MWEP program model and have adopted it intact as a demonstration project under funding from the Massachusetts State Services Program (under CETA Section 106). They view MWEP as an innovative project and are willing to drop as inappropriate some of the standards and guidelines they traditionally apply to CETA programs. As of this writing, local prime sponsors either do not have or are unwilling to provide such flexibility.

In sum, CETA guidelines severely limit CETA's ability to act as a tool to combat employment discrimination against minorities and women because the guidelines lack the flexibility to serve minorities and women who are underutilized in a very real sense. Unless some action is taken on the national level, it is likely that upgrading projects such as the Minority Women Employment Program will continue to encounter difficulties in securing funding from local prime sponsors.

Conclusion

Let us review what the Minority Women Employment Program has accomplished during the past year as well as what has not been done. In brief, the Program has demonstrated that the success shown by the earlier pilot projects in Atlanta and Houston can be replicated in other well chosen cities. The MWEP model has been shown to be

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*According to Title VI, Section II of CETA, the definition of "underemployed" is specified to mean "(A) persons who are working part-time but seeking full-time work; (B) persons who are working full-time but receiving wages below the poverty level determined in accordance with criteria as established by the Director of the Office of Management and Budget.

workable in a variety of economic and geographic settings and with a variety of underutilized minority groups.

MWEP distinguishes itself as a labor market institution by the professional demeanor of its staff, its personalized and individual approach, its detailed attention to often overlooked problems of job entry, its emphasis on followup, and its focus on upgrading women into high quality jobs.

MWEP placements have experienced striking improvements in occupation and salary. Women who had been severely underemployed are now working at jobs commensurate with their skills. Women who had been clerks, cashiers, receptionists are now auditors, assistant buyers, programmers, and management trainees. This year placements with a college degree began at salaries averaging $10,309. Placements who increased their incomes showed an average gain of $2,466. More than 100 women placed by MWEP have had earnings gains of $3,000 or more. In addition, since they are placed in positions with upward mobility, they are likely to experience continued income improvement. In followup returns thus far, more than 60 percent of MWEP placements indicated that they had gained a merit raise and/or promotion. Further, the occupations of MWEP placements are likely to insulate them more effectively from future downturns in the economy. Preliminary followup returns indicate that about 3 out of 4 respondents were still on the job or holding a related position.

In terms of benefits to individuals placed, MWEP has been shown to be cost-effective. Its benefit/cost ratios are relatively high even under very conservative assumptions. After an initial startup of a few months, an MWEP project can produce a cost per placement lower than $2,000--far less than the average for CETA-funded programs nationally.

The profile of MWEP placements reflects a need for the program. More than seventy percent are college graduates. However, half are unemployed at the time of their application to the program more than half are 25 years old or younger. About 65 percent are either single, separated or divorced and of these, more than one of five has one or more dependents.

Although the Minority Women Employment Program has generated significant interest among CETA prime sponsors, the project has yet to be full replicated in intact form by a local prime sponsor. There are three reasons for this. While most CETA officials acknowledge MWEP to be an effective and needed program, they feel it is inappropriate to use CETA funds on college graduates, even if they are underutilized minorities and women. Secondly, while many CETA officials admit that the effectiveness of MWEP derives from its narrow focus, they view the program as a categorical effort--against the orientation and philosophy of CETA.

Finally, while CETA officials agree that remedying discrimination in primary or high quality labor markets is a worthy goal--that indeed, placing individuals into deadend high turnover secondary occupations is of little permanent assistance--they refuse to violate their guidelines which indicate that all monies must be utilized for the disadvantaged. To be effective, an MWEP program cannot be constrained by the requirement that all its clients be disadvantaged (many are, of course).

As a consequence, MWEP had been replicated in intact form only by the State of Massachusetts under the State Services (106 Program) as of November 1977. The lack of local response serves more to illustrate the limitations of local level CETA operations as antidiscrimination or upgrading efforts than to reflect the quality of the Minority Women Employment Program.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Despite recent progress, minority women continue to be subject to employment discrimination based on race and sex and are highly underrepresented in managerial, technical, and professional occupations, especially outside of teaching and medical services.

The Minority Women Employment Project was initiated to assist minority women to obtain high quality managerial and professional jobs, through, on one hand, persuading employers to consider them and, on the other, by locating well qualified women, assisting them to produce favorable interview and test results, instructing them in resume preparation, offering supportive services, and making the women available when jobs have to be filled.

While it is recognized that factors such as one's family background, quantity and quality of schooling received, field of specialization and native intelligence are all determinants of occupational achievement, factors such as discrimination and misinformation are still present in the labor market. It is the latter against which programs such as MWEP can be effectively directed. The efforts of MWEP are directed to meet employer claims that they cannot find available qualified minority women; the program is not a substitute for policies aimed at improving the quality of schools and school counseling services and vigorous enforcement of anti-discrimination legislation. MWEP can also have impact beyond its immediate client group by demonstrating success in attaining nontraditional occupations and engaging in counseling and speaking activities with minorities still in college.

Over its life, MWEP has placed more than 800 women, most of whom are working in nontraditional occupations, and many of whom are "firsts" in their positions. With such a vanguard, progress toward eliminating the underutilization of minority women begins.

Continue the heavy emphasis of staff training--

As an organization concerned with human resource development, RTP, Inc., places heavy stress on training and retraining of its own staff. Once staff members in all sites have been through initial training sessions, staff development efforts do not terminate. In fact, as project staff have expressed need for further training in such areas as supervisory skills, public speaking, assertiveness, and career counseling, training programs have been provided to enhance skills in these areas, upgrading the talents of staff both as individuals and as resources contributing to the effectiveness of the project. Such continuing training efforts should be maintained for over the long run.

Increase efforts to extend the project and test application of its techniques to other areas and populations--

For example, extending the employers persuasion-outreach technique to others in the population (such as black men, Chicanos and white women) who are underutilized in high quality jobs merits consideration. It would also seem relevant to apply the technique to public employment especially at the state and local levels where underutilization of minorities and women is severe.

An effort which naturally comes to mind in this regard is to attempt to transfer the techniques developed by the project to the employment service. A demonstration project to attempt this is now being prepared for testing with the Arkansas State Employment Service.

Increase the visibility of the project--

Now that the offices are fully established in all of the sites, greater attention needs to be devoted to raising the profile of the Minority Women Employment Project in a selective marketing effort designed to enhance the program's effectiveness. Such a move was highly recommended by placements in comments made on followup questionnaires.

In conjunction with increased publicity efforts, more needs to be done to educate compliance agency personnel regarding the existence and functions of MWEP. Once knowledgeable about the program, compliance agency officials might suggest employers who claim to be experiencing difficulty locating qualified minority women to get into contact with MWEP.

Followup by the compliance official, both with MWEP and the employers referred, is an essential part of the process of effective referral.

Improve and standardize procedures for making cross-city linkages with employer contacts--

MWEP has been very successful in utilizing referrals from employers in one city to develop contacts in other project cities. However, for the most part this has been done on a "special effort" basis. More needs to be done to ensure that cross-city linkages are being regularly used to best advantage.

Place greater emphasis on placement followup--

As the number of placements made by MWEP grows, the task of keeping in touch with them becomes more difficult. But the effort is nonetheless very important for several reasons. First, several of the placements responding to followup questionnaires thus far have indicated an interest in staying in touch with the program and with other minority women placed by the program. Second, placements offer a rich source of "inside" information regarding new job openings which should not be overlooked. Third, because one of the key characteristics of sex discrimination is the failure to advance, it is vitally important that the program maintain contact and support even after the placements are on the job to help ensure that these women do not follow the traditional pattern of stagnancy. Fourth, one of the key features of MWEP which distinguishes it from other manpower programs is the job security and advancement enjoyed by its placements. This difference needs to be fully documented in followup work.

Continue to stress importance of accurate documentation of the project's performance--

Much consideration has been devoted to developing standardized records and reporting procedures in order to facilitate future review of project activities and information retrieval. However, it will take constant attention on the part of the research component to ensure the standards are maintained.

Increase emphasis on conducting group vocational counseling techniques--

MWEP has enjoyed success with group activities in the nature of seminars providing groups of minority women orientation to nontraditional occupations. The initial success this approach encountered suggests that it should be further pursued over the next year. If possible, it might be useful to arrange such a seminar with industries, such as oil and banking, in which the project is encountering difficulties making inroads. Also, the project needs to review past experience with these seminars to determine the most effective format for conducting future seminars and workshops.

Continue and improve linkages with college placement efforts, especially in minority institutions of higher education--

Research conducted for the MWEP has indicated that college placement efforts, although helpful, are insufficient in placing minority women into quality jobs. One general limitation is that with few exceptions, placement offices do not work with alumni already in the labor market. In nonminority colleges, unless special efforts are made to attract them, minority students often tend to avoid placement offices. Placement efforts in minority colleges vary widely in quality and are often in need of assistance and strengthening. It may be that many of the techniques utilized by MWEP may be applied by college placement offices, especially in minority colleges. MWEP currently attempts to work with college placement efforts, assisting them to find jobs for minority women.

Work-study and internship programs conducted in predominantly minority colleges offer students exposure to managerial and professional jobs in the business world, valuable experience for later obtaining a job, as well as possible employment with the employer of internship after graduation. However, many such programs encounter difficulties placing students--especially among private-sector employers. In Atlanta, MWEP has occasionally used its business contacts to facilitate placement of interns with employers (even though student internships are not credited to the project as placements). Although the form of the internship varies from place to place, a model commonly used is an internship of 3 to 4 hours per week on a volunteer basis. Since this is a useful effort offering minority women exposure to and experience with nontraditional jobs, it should be further pursued.

MWEP staff should continue their activities directed toward career counseling of minority college and high school students. Although such activities do not provide credit to the project in the form of immediate placements, it is

through these efforts, in part, that the project can have a long-run impact in redirecting minority women into non-traditional white collar careers.

Adjust the role of research in the project--

In the startup phase, the research component was primarily concerned with compiling the initial information on project sites. As local office operations got underway, the focus shifted to supplementing and updating information provided to the project and finding and utilizing better data and techniques to direct local staff efforts toward potentially fruitful sources of applicants as well as toward employers who are likely to have job openings. At present, research should continue to respond to special requests for information from individual field offices while placing chief emphasis on documenting the track record and techniques of the project. Special attention should be given to evaluating the effectiveness of MWEP in comparison with activities of other job matching agencies, such as college placement offices, the employment service, and other manpower placement efforts. Also, further effort should be devoted to best analyzing and utilizing the data collected in the course of normal operatons of the project. For example, important information is contained in the files of applicants not placed. An analysis of characteristics of the women who were placed compared with those who were not placed should prove quite useful. This research could point out those characteristics that are most important in determining employability and provide guidance to MWEP staff as to where their energy might be best spent. Finally, more consideration should be given to the lessons learned from the project and its implications for public policy and the various groups involved. In this regard, research staff is compiling a handbook to be available in early 1977 of project techniques and procedures for use by others. Special effort has gone toward explaining the innovative or unique aspects of the project in the areas of job development, advocacy counseling and utilization of research. RTP staff is participating in the writing of these descriptions, drawing on their experiences to provide examples of the techniques to make them more real to the reader.

Likewise, RTP, Inc. should also work toward compiling a tutoral manual for use in tutoring for tests commonly used in managerial and professional jobs. Although many of the tests encountered by MWEP applicants thus far are ones with which RTP personnel have experience, some differ from tests used for blue collar and apprenticeable occupations which have been the domain of most of RTP efforts in the past. Such a manual will assist individual MWEP field offices to build their own expertise rather than continually relying on RTP national staff for assistance in test preparation.

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APPENDIX A

List of Placements by Office

TABLE A-1

Placements by Month by Office Site

Field Site and Date Initially Became Fully Operational*	PLACEMENTS BY MONTH												Total Placements for the Contract Year (9/1/75-8/31/76)	Cumulative Total Placements from Initial Startup Thru 8/31/76
	SEPT. 1975	OCT. 1975	NOV. 1975	DEC. 1975	JAN. 1976	FEB. 1976	MAR. 1976	APR. 1976	MAY. 1976	JUN. 1976	JUL. 1976	AUG. 1976		
Atlanta (5/1/72)	3½	3	6	2	1	6	5	4	1	7	9	5	52½	269½
Houston (6/15/73)	3	6½	7	5	1	6	1	7	8	3	8	3	58½	157½
Dallas (3/17/75)	9	6	4	4	2	5	6	9	10	10	7	8	80	88
New Orleans (5/5/75)	1	5½	1	4	1	3	5	5	4	2	8	2	41½	46½
Tulsa/Oklahoma City (6/23/75)	3	2	3	4	3	3	5	4	4	10	6	6	52	56
Cincinnati/ Dayton (7/21/75)	6½	2	1	1	2	6	8	6	6	10	6	11	65½	65½
Los Angeles (8/31/75)	-	4	1	0	2	5	9	4	8	8	8	12	61	61
TOTAL	26	29	23	20	12	34	39	39	41	50	52	46	411	744

*"Date initially became fully operational" refers to the date the office was completely staffed, trained, and physically set-up, as verified by the local project director.

TABLE A-2

MWEP Placements by Type of Employer and Office Site
(Prior to 9/1/75)

MWEP Offices	Total Placements	Private for Profit		Private Non-Profit		Public	
		#	%	#	%	#	%
Atlanta	217	128	60%	30	14%	59	26%
Cincinnati	0	0	0%	0	0%	0	0%
Dallas	8	8	100%	0	0%	0	0%
Houston	99	65	66%	8	8%	26	26%
Los Angeles	0	0	0%	0	0%	0	0%
New Orleans	5	4	80%	1	20%	0	0%
Tulsa	4	3	75%	0	0%	1	25%
Total: All Offices	333	208	62%	39	12%	86	26%

Source: MWEP Office Records.

Note: In cases of placements made through the cooperative efforts of two offices and credited as one-half placement to each, the placement is counted with the office which obtained the job rather than the offices which provided the applicant. Thus the Cincinnati figures include the placement applying through Atlanta and New Orleans data include one placement applying through Houston.

TABLE A-3

MWEP Placements by Type of Employer and Office Site
(9/1/75-8/31/76)

MWEP Offices	Total Placements	Private for Profit		Private Non-Profit		Public	
		#	%	#	%	#	%
Atlanta	52	43	83%	1	2%	8	15%
Cincinnati	66	57	86%	1	2%	8	12%
Dallas	80	58	72%	4	6%	18	22%
Houston	58	36	62%	4	7%	18	31%
Los Angeles	61	44	72%	9	15%	8	13%
New Orleans	42	33	78%	5	12%	4	10%
Tulsa	52	34	65%	10	19%	8	16%
Total: All Offices	411	305	74%	34	8%	72	18%

Source: MWEP Office Records.

Note: In cases of placements made through the cooperative efforts of two offices and credited as one-half placement to each, the placement is counted with the office which obtained the job rather than the offices which provided the applicant. Thus the Cincinnati figures include the placement applying through Atlanta and New Orleans data include one placement applying through Houston.

TABLE A-4

MWEP Placements by Occupational Categories and Office Site
(Prior to 9/1/75)

MWEP Offices	Total Placements	Managerial		Professional		Technical		Sales		Other	
		#	%	#	%	#	%	#	%	#	%
Atlanta	217	44	20%	105	48%	15	7%	6	3%	47	22%
Cincinnati	0	0	0%	0	0%	0	0%	0	0%	0	0%
Dallas	8	0	0%	2	25%	0	0%	0	0%	6	75%
Houston	99	22	22%	53	54%	9	9%	3	3%	12	12%
Los Angeles	0	0	0%	0	0%	0	0%	0	0%	0	0%
New Orleans	5	0	0%	1	20%	1	20%	0	0%	3	60%
Tulsa	4	3	75%	1	25%	0	0%	0	0%	0	0%
Total: All Offices	333	69	21%	163	49%	25	7%	9	3%	68	20%

Source: MWEP Office Records.

Note: In cases of placements made through the cooperative efforts of two offices and credited as one half placements to each, the placement is counted with the office which obtained the job rather than the office which provided the applicant. Thus the Cincinnati figures include one placement applying through Atlanta and New Orleans data include one placement applying through Houston.

TABLE A-5

MWEP Placements by Occupational Categories and Office Site
(9/1/75-8/31/76)

MWEP Offices	Total Placements	Managerial		Professional		Technical		Sales		Other	
		#	%	#	%	#	%	#	%	#	%
Atlanta	52	9	17%	22	42%	4	8%	5	10%	12	23%
Cincinnati	66	14	21%	20	30%	6	9%	19	29%	7	11%
Dallas	80	10	12%	31	39%	17	21%	3	4%	19	24%
Houston	58	12	21%	24	41%	7	12%	8	14%	7	12%
Los Angeles	61	22	36%	24	39%	4	6%	2	3%	9	15%
New Orleans	42	7	17%	23	55%	3	7%	1	2%	8	19%
Tulsa	52	8	15%	22	42%	5	10%	5	10%	12	23%
Total: All Offices	411	82	20%	166	40%	46	11%	43	10%	74	18%

Source: MWEP Office Records.

Note: In cases of placements made through the cooperative efforts of two offices and credited as one-half placements to each, the placement is counted with the office which obtained the job rather than the office which provided the applicant. Thus the Cincinnati figures include one placement applying through Atlanta and New Orleans data include one placement applying through Houston.

Table A-6
MWEP Placements by Occupational Categories and Office Site
(Through 8/21/76)

MWEP Offices	Total Placements	Managerial	Professional	Technical	Sales	Other
Atlanta	269	58	106	15	14	76
Cincinnati	65	12	24	4	16	9
Dallas	88	9	24	13	2	40
Houston	157	32	62	26	12	25
Los Angeles	61	26	20	5	1	9
New Orleans	47	7	21	3	1	15
Tulsa	56	12	17	4	5	18
Total--All Offices	743	156	274	70	51	192

Note: In cases of placements made thorugh the cooperative efforts of two offices and credited as one half placements to each, the placement is counted with the office which obtained the job rather than the office which provided the applicant. Thus the Cincinnati figures include one placement applying through Atlanta and New Orleans data include one placement applying through Houston.

TABLE A-7

MWEP Placements by Occupational Title and Office Site (Through 8/21/76)

Atlanta

Managerial		58
Area Coordinator	2	
Assistant Dean	1	
Assistant Director	5	
Associate Manager	1	
Corporate Recruiter & Trainer	1	
Corporate Trainee	2	
Director	2	
District Manager	1	
Executive Director	1	
Field Operations Manager	1	
Grad. Program Trainee	1	
Junior Executive Trainee	1	
Management Specialist	1	
Management Trainee	18	
Managing Editor	1	
Merchandise Mgt. Trainee	1	
Office Manager	8	
Operator Supervisor	1	
Project Administrator Asst.	1	
Program Coordinator	1	
Program Director	2	
Sales Service Coordinator	1	
Supervisor	3	
Supervisor Trianee	1	
Professional		106
Accountant	14	
Accountant Trainee	2	
Accounting Auditor	2	
Artist	1	
Assistant Comptroller	1	
Bank Examiner	1	
Biochemist	1	
Business Reporter	1	
Chemist	1	
Civil Rights Specialist	1	
Claims Adjuster	1	
Claims Representative	2	
Clinical Psychologist	1	
Collection Specialist	1	
Communications Consultant	4	
Compliance Officer	1	
Consultant Trainee	1	
Counselor	10	
Customer Service Rep.	1	
Draftsperson	1	
Editorial Assistant	2	
Education Trainee	2	
Engineer	1	
Engineering Associate	5	

Atlanta continued-

Professional 'cont.

Field Rep.	1
Finance Assistant	1
Financial System Specialist	1
Industrial Nurse	1
Junior Accountant	2
Junior Engineer	2
Junior Market Analyst	1
Housing Specialist	1
Instructor	1
Minority Business Program Officer	1
Manpower Planning Specialist	1
News Reporter	1
Personnel Rep.	2
Personnel Specialist	1
Planner	1
Planning Coordinator	1
Planning Technician	1
Program Representative	1
Program Specialist	2
Project Monitor	1
Public Information Specialist	1
Publicity Writer	4
Researcher	2
Rural Health Specialist	1
Social Worker	3
Statistician	1
Systems Engineer	3
Systems Engineer Trainee	1
Traffic Administrator	1
Training Aide	1
Training Specialist	1
Teacher	2
TV Hostess	1
Underwriter	1
Underwriter Trainee	1

Technical

Computer Programmer	4
Computer Programmer Trainee	3
Systems Analyst	4
Technical Programmer	1
Technician	1
Test Technician	1
Quality Control Technician	1

15

Atlanta continued-

Sales		14
Advertising Sales Rep.	2	
Customer Sales Rep.	2	
Sales Recruiter	1	
Sales Representative	9	
Other		76
Accounting Clerk	2	
Accounting Secretary	1	
Administrative Assistant	10	
Administrative Secretary	4	
Alternationist	1	
Assistant Housekeeper	1	
Clerk/Typist	2	
Cash Application Clerk	2	
Computer Operator	1	
Dispatcher	1	
Executive Secretary	9	
Flight Attendant	1	
House Advisor	1	
Legal Secretary	6	
Payroll Clerk	2	
Personnel Assistant	1	
Personnel Technician	1	
Receptionist	2	
Reservationist	4	
Secretary	20	
Senior Treasurer Clerk	1	
Statistical Typist	1	
Stewardess	1	
Veri-Typist	1	

MWEP Placements by Occupational Title and Office Site
(Through 8/21/76)

New Orleans

Managerial		7
Accounts Receivable Supervisor	1	
Associate Administrator	1	
Business Office Supervisor	1	
Merchandise Manager Trainee	2	
Programming Assistant	1	
Supervisor	1	
Professional		21
Associate Engineer	2	
Associate Planner	1	
Commercial Art Teacher	1	
Commercial Consultant	2	
Communication Consultatn	3	
Counselor	3	
Credit Analyst	1	
Engineer	2	
Placement Specialist	2	
Public Relations Consultatn	1	
Research Analyst	1	
Service Representative	2	
Technical		3
Computer Programmer	1	
Computer Specialist	1	
Plant Equipment Designer	1	
Sales		1
Sales Representative	1	
Other		15
Accounting Clerk	2	
Administrative Assistant	2	
Bookkeeper	1	
Executive Assistant	1	
Executive Secretary	1	
Receptionist	3	
Roustabout	1	
Secretary	2	
Tacker	1	
Team Leader	1	

MWEP Placements by Occupational Title and Office Site
(Through 8/21/76)

Dallas

Managerial			9
Center Copier Coordinator	1		
Deputy Director of Personnel	1		
Manager Trainee	1		
Marketing Trainee	1		
Plant Supervisor	2		
Social Service Director	1		
Unit Controller	1		
Warehouse Manager	1		
Professional			24
Accountant	1		
Auditor	2		
Communication Correspondent	1		
Contract Specialist	1		
Cost Accountant	1		
Counselor	2		
Financial Planner	1		
Financial Analyst	1		
Forms Analyst	1		
Investment Analyst	1		
Lab Analyst	1		
Personnel Analyst	1		
Program Film Editing Trainee	1		
Public Welfare Worker	3		
Social Worker	1		
Tax Compliance Officer	2		
Underwriter	1		
Underwriter Trainee	1		
Urban Rehabilitation Specialist	1		
Technical			13
Distribution and Order Processor	7		
Draftsperson	1		
Graphics Art Technician	1		
Junior Lab Technician	1		
Lab Technician	1		
Systems ENgineer	1		
Systems Engineer Trainee	1		
Sales			2
Area Sales Representative	2		
Other			40
Accounting Clerk	5		
Administrative Assistant	3	81	

Dallas continued-

Other 'cont.	
Assembly Worker	2
Clerk	11
Executive Secretary	2
Invoice Processor	1
Legal Secretary	1
Plant Assistant	1
Receptionist	3
Statistical Clerk	1
Statistical Typist	1
Secretary	8
Repair Clerk Foreman	1

MWEP Placements by Occupational Title and Office Site
(Through 8/21/76)

Tulsa

Managerial		12
Coordinator	2	
Director	1	
Management Trainee	7	
Media Production Manager	1	
Personnel Manager	1	
Professional		17
Contract Compliance Specialist	1	
Counselor	7	
Environmental Aide	1	
Field Engineer	1	
Financial Analyst	1	
Junior Accountant	1	
News Broadcaster	1	
Teacher	2	
Recreation Director	1	
Work Experience Specialist	1	
Technical		4
Computer Programmer	1	
Darkroom Lab Technician	1	
Data Processing Marketing Rep.	1	
Draftsperson	1	
Sales		5
Advertising Salesperson	1	
Salesperson	2	
Sales Representative	2	
Other		18
Accounting Clerk	1	
Aircraft Assembler	1	
Bookkeeper	1	
Clerk Librarian	1	
Electronic Bench Subassembler	1	
Field Aide	1	
File Clerk	1	
Number Machine Operator	1	
PBX Operator	1	
Personnel Records Clerk	1	
Procution Control Clerk	2	
Receptionist	4	
Secretary	1	
Truck Driver	1	

MWEP Placements By Occupational Title and Office Site
(Through 8/21/76)

Los Angeles

Managerial		26
Assistant Supervisor	2	
Director	2	
Financial Administrator	1	
Junior Executive	1	
Management Trainee	19	
Operation Supervisor Trainee	1	
Professional		20
Accountant	3	
Accounting Analyst	1	
Claims Adjuster	1	
Consultant	1	
Cost Accountant	1	
Cost Analyst Trainee	1	
Employment Representative	1	
Followup Specialist	1	
Industry Relations Specialist	1	
Insurance Representative	2	
Junior Accountant	1	
Minority Recruiter	1	
Recruiter Counselor	1	
Staff Service Analyst	3	
Trainer	1	
Technical		5
Bookkeeper/Medical Assistant	1	
Distributor Order Processor	3	
Package Designer	1	
Sales		1
Sales Representative	1	
Other		9
Accounting Clerk	2	
Administrative Assistant	2	
Administrative Secretary	1	
Clerk/Typist	1	
Receptionist	1	
Secretary	1	
Time Keeper	1	

MWEP Placements by Occupational Title and Office Site
(Through 8/21/76)

Cincinnati

Managerial		12
Coordinator	3	
Director of Market Management Services	1	
Executive Director	1	
Management Trainee	3	
Production Foreman	1	
Project Manager	1	
Quality Control Supervisor	1	
Regional Group & Pension Manager	1	
Professional		24
Accountant Trainee	2	
Activity Therapist	1	
Analytical Chemist	1	
Business Analyst	1	
Claims Examiner	2	
Community Educator	1	
Consumer Service Representative	1	
Counselor	2	
Instructor	1	
Insurance Examiner	1	
Merchandiser	2	
Payroll Analyst	1	
Production Trainee	1	
Quality Control Analyst	1	
Rural Health Worker	2	
Teacher	3	
Teacher's Aide	1	
Technical		4
Computer Operator	1	
Computer Programmer	2	
Patient Service Tech.	1	
Sales		16
Sales Representatives	16	
Other		9
Keypunch Operator	1	
Flight Attendant	1	
Reservationist	1	
Secretary	4	
Switchboard Operator	1	
Teller	1	

MWEP Placements by Occupational Title and Office Site
(Through 8/21/76)

Houston

Managerial		32
Associate Director	1	
Buyer/Management Trainee	1	
Branch Director	1	
Chief Assigner	1	
Director	4	
Framework Foreman	1	
GMD Traffic Department	1	
Manager in Accounting	1	
Management Trainee	11	
Network Administrator	2	
Office Administrator	5	
Office Manager	1	
Supervisor	1	
Target Project Coordinator	1	
Professional		62
Accountant	6	
Associate Accountant	1	
Associate Chemist	1	
Associate Scientist	1	
Auditor	5	
Auditor Aide	1	
Buyer	2	
Caseworker	2	
Chemist	2	
Clerical Instructor	1	
Controller	1	
Counselor	8	
Engineer	5	
Instructor	2	
Job Analyst	1	
Job Developer	2	
Junior Engineer	1	
Librarian	1	
Media Coordinator	1	
Production Trainee	1	
Program Specialist	1	
Public Welfare Worker	4	
Regional Auditor	1	
Research Assistant	2	
Reading Specialist	1	
Social Science Coordinator	1	
Social Work Asst.	1	
Special Agent	1	
Tax Payer Representative	1	
Teacher	1	
Underwriter	1	86
Vocational Coordinator	1	
Writer	1	

Houston continued-

Technical		26
Computer Operator	1	
Draftsperson	4	
ESAA III Programmers	2	
Facilities Engineer Trainee	7	
Geophysical Technician	1	
Installer	1	
Lab Technician	1	
Mapping, Drafting Technician	1	
Programmer	3	
Research Technician	2	
Technical Writer	1	
Toxology Lab Technician	1	
Waste Control Technician	1	
Sales		12
Directory Representative	1	
Field Sales Trainee	1	
Marketing Representative	1	
Sales Representative	9	
Other		25
Accounts Receivable Clerk	1	
Administrative Assistant	3	
Auditing Clerk	1	
Civil Clerk	1	
Executive Secretary	1	
General Clerk	2	
Hourly Clerk	1	
Mortgage Clerk	1	
Office Supervisor	1	
Order Clerk	1	
Payroll Clerk	1	
Receptionist	1	
Reservationist	2	
Secretary	8	

TABLE A-8

Job Retention and Advancements
Reported by MWEP Placements

umber of respondents still on the job r in a related job	99	(74%)
umber of respondents reporting merit alary increase and/or promotion	92	(69%)
otal Number of Respondents	133	(100%)

Source: Preliminary information reported in questionnaire returns from MWEP placements. These data reflect responses made through September 1, 1976. Questionnaires were sent to 644 placements, of whom 20.7 percent had responded by September 1. At the time of this report, responses to the followup questionnaire were still being collected. A full report on followup results will be available in early 1977.